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2021-2023

Trusted science for safe food

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

Adopted on 17 December 2020
For EFSA's Management Board

[NOT SIGNED]

Raymond O'Rourke
Chair of the Management Board

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Foreword

I am delighted to introduce the European Food Safety Authority's programming document for 2021-2024. This key document guides our everyday activities – our business as usual – but it does more than that: it helps us to turn our strategic vision into reality. By staying focused on both the big and the small pictures, we can continue to fulfil our task of ensuring safe food for EU citizens.

It may seem strange to be talking about planning after the year we have just had, a year when so many hopes, ambitions and objectives – personal and collective – were shattered by a virus that appeared seemingly from nowhere and forced us all to revisit long-held assumptions and rethink the way we live. A year when plans were ripped up, abandoned.

But although EFSA, like so many other organisations, was hit hard by the SARS-COV-2 pandemic, it did not throw us off course. The crisis showed the value of planning and preparation. Importantly, we had the systems and technology in place to enable us to switch from a physical to a digital working environment. This was no accident; it was planned. We were ready, and although we had to make some adjustments here and there, the scientific work we had planned for 2020 was delivered.

We are confident that we will continue to deliver in 2021 and beyond. In the coming period we will be operating in a much-changed landscape that will bring additional pressures but exciting opportunities.

Our planning will be heavily influenced by the new Transparency Regulation, which enters into force in March 2021, and the priorities of the European Commission – particularly the European Green Deal and Sustainable Development Goals.

As well as increasing the transparency of EFSA's work, the new regulation also addresses the quality of the studies on which EFSA bases its assessments of applications for authorisation of regulated products. The overall aim is to reinforce trust in EFSA and to make our risk assessments more robust and reliable.

We have been busy preparing to meet the requirements of the new regulation – developing new processes, reviewing our staff structure, and leveraging our technology and information management capabilities. We hope that these changes and the new tools we have at our disposal will broaden stakeholder engagement in the early stages of the risk assessment process and allow us to tap into the unexplored expertise of the wider scientific community.

One important aspect of the new legislation is a requirement to improve and coordinate risk communication on food safety at EU level. As risk communication is a central pillar of EFSA's work, we have already initiated a number of projects that will underpin the European Commission's general plan on risk communication, to be finalised in 2023.

On top of these activities, we are also in the process of renewing our strategic priorities and exploring ways of working more closely and effectively with our EU sister bodies – the European Centre for Disease Prevention and Control (ECDC), the European Chemicals Agency (ECHA) and the European Medicines Agency (EMA). In the wake of SARS-COV-2, the case for a One Health approach that integrates animal and human protection is unarguable.

So the context in which we work is changing rapidly. But our work does not stop, as this document demonstrates. As in previous years, it is structured to match our work programme to our strategic objectives.

A clear strategic vision combined with careful planning and efficient use of resources means we are well positioned to meet future challenges – wherever they may come from – and continue to help protect EU citizens.

Bernhard Url

Executive Director

List of abbreviations

AIR	Annex I renewal (authorisation of renewal programmes for pesticide active substances, according to Regulation (EC) No 1107/2009)
ALPHA	EFSA Animal and Plant Health Unit
AMR	antimicrobial resistance
AMU	EFSA Assessment and Methodological Support Unit
AOP	adverse outcome pathway
Apdesk	EFSA Applications Desk Unit
API	application programming interface
APPIAN	risk assessment case management solution
ART programme	architecture programme
BfR	Bundesinstitut für Risikobewertung [1]
BIKE	business intelligence and knowledge exploitation
BIOCONTAM	EFSA Biological Hazards and Contaminants Unit
BIOHAZ Panel	EFSA Panel on Biological Hazards
BMD	Benchmark dose model
BuS	EFSA Business Services Department
CA	contract agent
CEP Panel	EFSA Panel on Food-Contact Materials and Enzymes and Processing Aids
COM	EFSA Communications Unit
COMCO	EFSA Communication, Engagement and Cooperation Department
CONTAM Panel	EFSA Panel on Contaminants in the Food Chain
Corser	EFSA Corporate Services Unit
CRM	Customer Relationship Management
DAMA	data management and data analysis
DATA	EFSA Evidence Management Unit
DCF	data collection framework
DOI	digital object identifier
TS	EFSA Transformation Services
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
ED criteria	endocrine disruptors criteria
EEA	European Environment Agency
EFSA	European Food Safety Authority
EMA	European Medicines Agency

(1) German Federal Institute for Risk Assessment.

ENCO	Engagement and Cooperation Unit
EPA	EFSA process architecture
ERA	environmental risk assessment
EU RAA	EU risk assessment agenda
EU	European Union
EMP	expertise management programme
FAO	Food and Agriculture Organisation of the United Nations
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
FPA	framework partnership agreement
FSCAP	food system common authorisation procedure
FTE	full-time staff equivalent
GMO	genetically modified organism/EFSA GMO Unit
GLP	good laboratory practice
GPS	EFSA Global Performance Services
HCD	historical control data
HUCAP	EFSA Human Capital Unit
HPAC	Health Policy Agency Collaboration
IMP	information management programme
Ipchem	Information Platform for Chemical Monitoring
ISA	Individual scientific advisor
Iuclid	international uniform chemical information database
JNS	Joint Notification Summaries
JRC	Joint Research Centre
KICs	knowledge and innovation communities
KPI	key performance indicator
LA	EFSA Legal and Assurance services
MB	EFSA Management Board
MFF	multiannual financial framework
MRL	maximum residue level
NDA Panel	EFSA Panel on Nutrition, Novel Foods and Food Allergens
NGS	next-generation sequencing
NUTRI	EFSA Nutrition Unit
NWOW	new world of work
ODP	Organisation development project
OECD	Organisation for Economic Cooperation and Development
Open SCAIE	open scientific advanced information and evidence hub
PLH	Plant Health

PPR Panel	EFSA Panel on Plant Protection Products and their Residues
PRES	EFSA Pesticides residues Unit
PREV	EFSA Pesticides peer review Unit
Prometheus	promoting methods for evidence use in scientific assessments project
QPS	qualified presumption of safety
QSAR	quantitative structure-activity relationship
RA	risk assessment
RAMPRO	risk assessment methodologies programme
RAP	risk assessment project
RASA	EFSA Risk Assessment and Scientific Assistance Department
REFIT	European Commission regulatory fitness and performance programme'
REPRO	EFSA Scientific Evaluation of Regulated Products Department
RMP	relationship management project
ROA	rapid outbreak assessments
SC	EFSA Scientific Committee
SCER	EFSA Scientific Committee and Emerging Risks Unit
SDWH	scientific data warehouse project
SEA	stakeholder engagement approach
SNE	seconded national expert
SO	strategic objective
SPIDO	Science studies and project identification and development office
Sysper	Système de gestion du Personnel (Human Resources Management System)
TA	temporary agent
TBC	To be confirmed
TBD	to be defined
TSE	transmissible spongiform encephalopathy
TTC	threshold of toxicological concern
WGS	whole-genome sequencing
WHO	World Health Organisation

Mission statement

Our mission

The European Food Safety Authority (EFSA) is an integral part of the EU's food safety system. As outlined in its founding regulation (Regulation (EC) No 178/2002), the Authority's mission is to contribute to the safety of the EU food and feed chain, mainly by:

- providing EU risk managers with independent, up-to-date and fit-for-purpose scientific advice on questions related to food and feed safety, animal health and welfare, plant health, nutrition and environmental issues specific to the above ([2]);
- communicating to the public on its outputs and the information on which they are based;
- developing and applying uniform methodologies for fit-for-purpose scientific advice on questions related to food safety;
- collecting and analysing data to allow the identification, characterisation and monitoring of current risks that have a direct or indirect impact on food safety;
- cooperating with Member States, institutional partners and other interested parties/stakeholders ([3]) in the EU to promote coherent advice and increase trust in the EU food safety system;
- identifying emerging risks to food safety and contributing to a high level of protection of human life and health.

Our vision

Trusted science for safe food.

Our values

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

- **Scientific excellence**. EFSA aims to provide fit-for-purpose and high-quality scientific advice based on the expertise of its network of scientists and staff and the quality of its science-based information and methodologies, which are grounded in internationally recognised standards.
- **Independence**. EFSA is committed to safeguarding the independence of its experts, methods and data from any undue external influence, and ensures that it has the necessary mechanisms in place to achieve this.
- **Openness**. EFSA aims to communicate openly and promptly on its scientific work, which helps foster trust in the Authority. As well as being transparent, EFSA aims to engage civil society in its risk assessment work and connect with untapped scientific potential.
- **Innovation**. Being proactive and forward-looking enables EFSA to anticipate new challenges. EFSA believes that regulatory science must keep pace with changes in the natural sciences, industry and society. EFSA is constantly developing and adapting its data and working methods to ensure that the EU food safety system is at the forefront of scientific and administrative thinking and practice.

(2) The phrase 'food safety' is used throughout the document as shorthand for 'food and feed safety, animal health and welfare, plant health, nutrition and environmental issues specific to the above'.
(3) As defined in EFSA's founding regulation (Regulation (EC) No 178/2002), Article 3(13).

- **Cooperation**. Working together and exchanging knowledge between food safety experts in the EU and around the world ensures excellence and efficiency, and maximises the available risk assessment capacity and potential. EFSA believes that the totality of food safety expertise in Europe and internationally is greater than the sum of its individual parts.

Section I. General context

In the EU food safety system, the European Food Safety Authority (EFSA) contributes to the overarching objectives([4]) of the European Commission, particularly to achieve 'a high level of public health while enhancing the competitiveness of the European Union's food and feed industry and favouring the creation of jobs'. It does so both directly, by safeguarding public health, and indirectly, by strengthening consumer confidence in the food safety system.

EFSA needs to ensure that it continues to deliver on its mission and tasks taking into account innovation and increasing citizen expectations. Some important challenges and opportunities that EFSA expects to encounter are summarised below. These have been updated in 2019, to reflect the Transparency regulation adding new tasks to EFSA, and the outcomes of the EFSA environment scan, in line with the duration of this Programming Document.

Delivering science through a dialogue with society – new legislation paves the way for even greater transparency and openness

Drivers: Transparency Regulation, Engagement, Transparency/Openness, Communications and Globalization

The call for transparency and openness places emphasis on the need for an increased dialogue with society as part of the risk analysis process. During 2019, the European Union has adopted a regulation on the transparency and sustainability of EU risk assessment in the food chain – based on the proposal of the European Commission in response to the "fitness check" of the general food law and the EU citizens' initiative "Ban glyphosate". 2021 will mark the start of the implementation of the Transparency Regulation, underpinning EFSA's ongoing and future transparency and engagement efforts — two fundamental aspects of its work.

EFSA has always striven to be transparent in all its activities and has put programmes in place to prepare for the requirements of the new regulation, driving the various changes related to processes, organisation, technology and information management. As these are rolled-out and put in place starting next year, broadened engagement with stakeholders is set to harvest scientific knowledge, experience, and tools in the early stages of the RA process and to tap into the unexplored expertise of the wider scientific community, ultimately strengthening the quality and reliability of EFSA's risk assessments.

Delivering science to society in a trustworthy manner will remain key. Trends such as the democratisation of information have shown to affect the trust of citizens in institutions and the expectations that society places on regulatory science. Therefore, EFSA will implement a more tailored risk communication approach adjusted to audience needs in the most relevant manner, drawing from scientific evidence in the area of communication, and involving the EU and national risk assessors and risk managers. This important aspect of the new legislation – coordinated risk communication at EU level- will remain at the core of EFSA's efforts in the period to come.

The Management Board's (MB) recommendations following EFSA's third external evaluation focused on the same areas of priority, aiming at strengthening EFSA's capacity to deliver fit-for-purpose scientific advice on time and improving EFSA's reputation via enhanced communication activities while maintaining the sustainability and efficiency of EFSA's science operating model.

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

Responding to complex food safety questions - addressing ongoing emergence of new risks and hazards and ensuring holistic and fit-for-purpose risk assessment

Drivers: Green deal and related policies, SARS-COV-2, Complex food safety questions, emerging new risks and hazards, preparedness, holistic and fit-for-purpose

Demographic changes, malnutrition and the rise of non-communicable diseases, climate change and the depletion of natural resources call for new approaches for safe food. In such approaches, safety assessment goes beyond the traditional risk assessment model of single hazards analysis and requires a full life-cycle assessment of possible hazards. Future scenarios for food safety and nutrition([5]) indicate that emerging risks and hazards will increase the need for data, methodologies, analyses and scientific advice on complex food safety questions. The risk assessment regulatory framework for many of the regulated substances and products is currently fragmented and methodologies for assessment will vary across different regulations. Steps can be taken to address the lack of harmonised approaches and methods across different RA sectors. A process for joint drafting, adoption and publication of RA with other EU Member States agencies has begun.

EFSA has, in less than 20 years, gained an international reputation as a leading Authority in food and feed risk assessment (RA). Its staff and access to large networks of Member State experts are its main assets – it is therefore important to take full advantage of this interdisciplinary richness and increase engagement with the research community (public and private) to keep pace with technological developments. Scientific developments and access to large sets of digital information offer EFSA the opportunity to assess food safety risks no longer as isolated events but as factors of complex systems that represent the world, we live in. The "farm to fork" strategy in support of the Green Deal and the Sustainable Development Goals calls for further cooperation across Agencies to provide a more holistic "one health/one environment" RA which integrates nutrition, health, environment and sustainability aspects; a challenge that needs careful consideration on how to address under the current legal framework and with any future amendments.

However, EFSA's focus on fit-for-purpose RA must remain a priority, with an obligation to provide the best science available in the timeframe available to support the development and implementation of policies. This is naturally to be done in strong partnerships with risk managers and assessors at EU([6]) and Member State level as well as with international organisations.

Efficient and sustainable operation of EFSA's activities –attracting the right expertise for EFSA's multidisciplinary needs and through innovative and collaborative approaches for scientific knowledge

Drivers: Transparency regulation, SARS-COV-2, MFF 2021-2027, Scientific knowledge, efficiency and sustainability of operating model, innovation, collaboration, multidisciplinary expertise management

In the coming years, sustainability, efficiency and governance of the EFSA system will be addressed through the Transparency Regulation. The new legislation foresees the participation of Member States in EFSA's Management Board as of 2022, alongside an increased contribution from Member State organisations in EFSA's scientific work. The period post-2020 will be governed by a new Multi-Annual Financial Framework that, in its current draft, incorporates an increased amount of resources for EFSA to cover the additional tasks introduced by the Transparency Regulation. These resources do not address however the continuous challenge of an increasing workload in current tasks nor the need for investment in preparedness to evolve regulatory and scientific assessment priorities as laid out in EFSA strategy documents.

To enable the above, EFSA will need to further explore solutions to achieve the needed efficiency gains, from closer collaboration with its partners and the international scientific assessment bodies to innovative, lean working methods. Likewise, the application of prioritisation and

(5) Mylona, K., Maragkoudakis, P., Bock, A.-K., Wollgast, J., Caldeira, S. and Ulberth, F., Delivering on EU food safety and nutrition in 2050 — Future challenges and policy preparedness, EUR27957 EN, Publications Office of the European Union, Luxembourg, 2016, ISBN 978-92-79-58916-4, doi:10.2787/625130.

(6) European Chemicals Agency (ECHA), European Centre for Disease Prevention and Control (ECDC), European Medicines Agency (EMA), European Environment Agency (EEA) and EFSA.

flexible resource management focused on results to address resource bottlenecks will be needed. Attracting the right expertise for EU RA is expected to become even more challenging in the face of increasing competitiveness from the private sector, the increased generation of knowledge, and thereby expertise availability outside the EU, including in emerging economies, and the imbalances in the availability of scientific RA capacity within the EU and internationally. Conversely, the ever-increasing mobility of people and knowledge, facilitated by digital technologies, presents unique opportunities to exploit both scientific expertise and any available "cognitive surplus" from "non-formal experts", i.e. people's time, energy, creativity, and generosity that leads to productivity, creation, and sharing.

Emerging technologies may further standardise and automate routine tasks of the Authority, while the use of collaborative digital platforms will help optimise the involvement of stakeholders and other potential contributors. This opportunity became a reality with the recent SARS-COV-2 outbreak, which challenged the "normal" way of physical working. Experience showed that better preparedness in the digital way of working can largely attenuate any negative impacts while bringing new opportunities.

The first steps in data interoperability have occurred in the past years. Further improvements in widening data connectivity, access and exchange need to be addressed alongside the insufficient data literacy and computational capacity for the full exploitation and re-use of EFSA's data models. EFSA should look out not to fall behind innovations in computational and data science capabilities, which would allow the provision of more agile and fit-for-purpose scientific advice. Scientific knowledge continues to evolve rapidly, with methodologies, information and big data becoming available on an increasingly global scale through the increased use of artificial intelligence and digital technology. EFSA collects, appraises, analyses and integrates evidence and data to carry out its scientific assessments, but does not generate primary evidence itself. It will therefore be increasingly important for EFSA, in collaboration with the wider RA community in the EU and beyond, to collaborate with research institutes and project consortia, risk managers and funding bodies to identify and prioritise research funding for the generation of data and knowledge for its work.

Section II. Multiannual programming 2021-2024

1. Multiannual programme 2021-2024([7])

The multiannual work programme outlines the actions that EFSA plans in the medium and long term to implement its strategy. Under normal conditions the year 2021 would have been the first year of the new strategy cycle lasting until 2027. However, due to the SARS-COV-2 pandemic, the EFSA management board decided to postpone the discussion on the draft EFSA Strategy for one year and consequently to extend the current Strategy 2020 implementation until the end of 2021. This approach ensures continuity of EFSA's activities as the current strategy has already integrated the Transparency regulation requirements in the 2020-2022 draft Programming Document, and the Strategy 2027 has been designed as an evolution of the current Strategy 2020, with the mid-term objectives focus on the current implementation of the Transparency Regulation.

EFSA's strategy 2020 ([8]) outlines five strategic objectives (SOs) that guide EFSA in fulfilling its mission in light of the changing context described in the previous section while aiming to increase customer satisfaction and the trust of stakeholders in its scientific advice:

- prioritise public and stakeholder engagement in the process of scientific assessment;
- widen EFSA's evidence base and optimise access to its data;
- build the EU's scientific assessment capacity and knowledge community;
- prepare for future risk assessment challenges;
- create an environment and culture that reflect EFSA's values.

To implement its strategy, EFSA has designed a multiannual portfolio consisting of core processes and projects. The core processes represent the bulk of EFSA's work including the requests for scientific advice from the risk managers and supporting processes that deliver the outputs and results defined respectively in EFSA's mission and strategy. As envisaged in the strategy implementation plan, projects have been included that will deliver benefits to EFSA's core processes, such as improved efficiency and quality, and will follow adequate project governance.

- Previously ongoing and planned projects have been consolidated into four multiannual programmes. These programmes are identified in this document as the Architecture Transformation programme (ART), the Information Management Programme (IMP), the Risk Assessment Methodologies Programme (RAMPRO) and the Expertise Management Programme (EMP) and are set up to coordinate and align the projects in the respective areas. All four programmes will be supported by a common transformation team.
- Each development project covers one or more aspects of the SOs, and together they maximise the strategic fit of the multiannual programme. The third external evaluation recommendations adopted by the MB in October 2018 enforces the transformation agenda envisaged within the ART programme and are integrated into the activities planned for 2019 and beyond. EFSA will report to the MB via regular progress reports.
- Annual and quarterly reviews of the strategy implementation allow for adjustments of the resources dedicated to achieving the SOs through current and future processes and projects.

([7]) This section covers the final 2021-2024 multiannual plan to be adopted by the MB in December 2020.
([8]) EFSA strategy 2020, http://www.efsa.europa.eu/en/corporate/pub/strategy2020

To ensure that EFSA's activities are focused on achieving the expected results as defined in its strategy, and to be able to monitor progress, EFSA has enhanced its results-based orientation through the definition of an integrated framework founded on an intervention logic and a set of key performance indicators (KPIs). These are presented at impact and outcome level in the multiannual part of this document, and at input-activity-output level in the annual part. The performance framework is complemented by the application of evaluations and qualitative analyses on key projects, which is managed under a systematically applied process from 2018 onwards (see annex IX).

Transparency Regulation

The revision of EFSA's founding regulation was adopted in June 2019 to increase the transparency of the EU risk assessment in the food chain, revisit the governance of EFSA to ensure its long-term sustainability, improve the coherence of risk communication and enhance the quality and reliability of studies.

The measures introduced by the Transparency Regulation have impacted EFSA's multiannual plan which now include concrete actions under each strategic objective that ensure the appropriate implementation of the regulation.

EFSA, to implement all new measures envisaged in the regulation, launched the ART programme, articulated in two phases. During the first phase, completed in December 2019, the new processes were designed and validated. The second phase, from January 2020 until March 2021, focuses on the implementation of such new processes, the development of the necessary supporting technology and overall testing before March 2021, when the legislation comes into force.

Table 1: Key performance indicators — global impact.

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

1.1 Prioritise public and stakeholder engagement in the process of scientific assessment

In the area of provision and communication of scientific advice for general RA priorities and for regulated products, EFSA is providing fit-for-purpose and timely advice to risk managers. EFSA enables citizens and stakeholders to contribute to its scientific assessment processes by promoting dialogue and participatory processes increasing transparency on assumptions and data used and uncertainties in outputs. Furthermore, is promoting dialogue with the scientific community and society at large by implementing targeted actions to support the quality of EFSA's scientific outputs. Driven by its key values is ensuring alignment with legal obligations, such as ensuring transparency and safeguarding data confidentiality.

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

The EFSA work programme in this area is built around the following operational objectives:

1.1. Promote enhanced mandate dialogue with stakeholders and foster engagement throughout the development of scientific assessments.

1.2. Make available documentation on information gathering and evaluation process.

1.3. Ensure clarity and accessibility/usability in the communication of findings.

1.1. **Promote enhanced mandate dialogue with stakeholders and foster engagement throughout the development of scientific assessments -** Expected impacts and outcomes

Delivery of **fit for purpose scientific advice** for general RA questions and for regulated products evaluation will continue to be the central area of results expected from EFSA's activities. The detailed planning and prioritisation of these activities will be addressed in EFSA's annual work plans. Over time, the plans will be updated addressing changes in the nature and volume of the provision and communication of scientific advice, stemming from factors such as new risk-management priorities, new regulations (e.g. the new animal health and plant health legislation) or outbreaks of food-borne diseases.

Besides public consultations as envisaged in the Transparency Regulation further **engagement with stakeholders and society in different parts of the risk assessment process** such as the risk assessment protocol (the master plan on how the specific risk assessment will be executed, which methods will be used and what data is needed) will be implemented for selected opinions as it is laid down in the updated Stakeholder Engagement process (see below). This helps increase **quality and thus trust in the RA process,** EFSA's scientific advice and the predictability of the RA process. Equally, it does contribute to benefit from a multi-disciplinary input that supports the RA process at its various stages, from the pre-mandate phase to the publication of findings and supporting communication activities.

An updated Stakeholder Engagement process, accompanying initiatives and increased engagement commitments in response to the objectives of the Transparency Regulation will be shaping the engagement with our stakeholders over the years to come.

Once the Transparency Regulation becomes applicable on 27 March 2021, EFSA will complement the existing set of services offered to applicants, in particular by extending to all potential applicants and notifiers the possibility of receiving general pre-submission advice on the applicable rules to and the content required for applications or notifications. Moreover, in the case of potential applicants for renewals of authorisations or approvals, the scope of the advice provided by EFSA at pre-submission phase will extend to the design of studies intended to support an envisaged renewal application. The advice provided by EFSA shall be without

prejudice and non-committal as to the subsequent assessment of all applications or notifications.

The Risk Assessment Project – RAP within the ART Programme implements the end-to-end process designed to deliver core scientific outputs, fulfilling thus the Transparency Regulation requirements

1.1. a. General risk assessment

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

In the area of biological hazards, the activities will focus on assessing risks relating to food-borne zoonoses, food hygiene (e.g. fresh produce, fishery products, meat, new processing methods, date marking), antimicrobial resistance (e.g. residues in feed, support to EC to collect AMR data in accordance with the new AMR legislation, and integrated analysis of antimicrobial consumption and AMR along the food chain in collaboration with EMA and ECDC), transmissible spongiform encephalopathies (TSEs) and organic fertilisers/soil improvers. Work will continue on updates of the list of qualified presumption of safety (QPS)-recommended biological agents intentionally added to food or feed. Work will continue on the establishment of a 'One Health' system (joint database) with ECDC for the collection and analysis of whole-genome sequencing (WGS) data from human and food/animal isolates. Scientific support will continue on the investigation of multi-country events in the form of Joint ECDC-EFSA Rapid Outbreak Assessments (ROA) and Joint Notification Summaries (JNS), as appropriate.

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

In the area of animal health and welfare, EFSA will continue to provide support to Member States in risk assessment and surveillance relating to outbreaks of transboundary animal diseases such as African swine fever, avian influenza and lumpy skin disease. Additionally, risk assessments concerning the categorisation of animal diseases to support the new animal health law ([9]) will be provided. As part of F2F, EFSA has been asked to provide new advice on animal welfare which, together with a Fitness check, will support an update to the animal welfare legislation. The five F2F mandates request opinions on the welfare of poultry (laying hens and chickens reared for meat), pigs and calves as well as the welfare of all farmed animals during transport and are expected to be finalised by June 2023.

In the area of plant health, following the approval of the new plant health law by the European Parliament ([10]), EFSA will continue to work on the high number of requests it has subsequently received for pest categorisation and RAs. EFSA will also work on the prevention of plant pest introductions and outbreaks with a particular focus on the prioritisation of pest risks newly identified through the horizon scanning and assessment of emerging plant health risks and provide scientific and technical support to Member States' surveillance programmes. In addition, EFSA will support the assessment of derogation requests and commodity RAs required after the establishment of a list of high-risk commodities with a plateau of work expected in 2021 and a tapering off by 2022.

In the area of contaminants in food and feed, further work is expected to be based on requests for scientific assessment of the risks posed by the presence of heavy metals, environmental contaminants, process contaminants, non-allowed pharmacologically active substances, and natural toxins, along with the assessment of detoxification processes of contaminants in feed as well as reports on dietary exposure assessments to specific contaminants. Scientific assistance

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

will continue to be delivered in the form of annual reports on the results from the monitoring of veterinary medicinal products and other substances in live animals and animal products.

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

In the area of food-contact materials, EFSA will finalise its re-evaluation of the temporary tolerable daily intake of bisphenol A following the hazard assessment protocol, which was developed according to the Prometheus project ([11]) methodology[(12)]. The new opinion will undergo public consultation before adoption. In collaboration with ECHA, EFSA will start up a new mandate on phthalates that will include preparatory work to identify and prioritise phthalates, structurally similar substances and replacement substances. This will be followed by establishing a protocol for dietary exposure and hazard assessment and a call for data for prioritised substances.

In human nutrition, EFSA will continue its work to advise on the tolerable upper intake level of dietary sugars and will hold a wide public consultation on the draft scientific opinion. In the context of EFSA work supporting the Farm to Fork strategy, EFSA will provide scientific advice on nutrient profiling approaches for harmonised mandatory front-of-pack nutrition labelling and for restricting nutrition and health claims on foods. Further, EFSA will work on updating the upper tolerable intake levels for several vitamins and minerals and expects to work the draft compositional requirements for processed cereal-based food and baby food

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

1.1.b. Regulated products evaluation

The evaluation of applications for regulated products will continue to absorb a significant amount of EFSA's resources allocated to scientific risk assessment. EFSA will continue to provide support to applicants and will further streamline administrative procedures associated with applications, starting from reception and assessment to adoption. EFSA will complete the revision of its scientific and administrative guidance documents for regulated products (e.g. smoke flavourings, flavourings, enzymes, food additives, food contact materials, recycling, active and intelligent substances, decontamination processes, novel foods, GMOs, feed additives, pesticides peer-review and MRL; general administrative guidance on applications for regulated products, catalogues of services) to include the requirements stemming from the Transparency Regulation. EFSA will take additional steps to improve interaction with applicants, including targeted support to small and medium-sized enterprises, and implementing the Transparency Regulation, EFSA will provide pre-submission advice to applicant or notifier on the applicable rules and the content required for applications or notifications and on the study design for renewal applications. The goal is to ensure fairness, predictability and accountability in operations that affect third parties by simplifying the application workflows and making them more transparent. The Authority will involve its stakeholders at an early stage in the development of guidance documents — through discussion groups or concept papers — and will also engage with them via webinars and information sessions. In addition, EFSA already started to collect data from new dossiers to

(11) Prometheus: promoting methods for evidence use in scientific assessments.

(12) Engagement with stakeholders and society in different parts of the risk assessment process such as the protocol (the master plan on how the specific risk assessment will be executed, which methods used and what data is needed)

support EC with the preparation of the fact-finding missions to be carried out by the Commission and MSs performing the audit of GLP studies[13] for EFSA.

Under the frame of Regulation (EC) No 257/2010, in 2021 and 2022 EFSA will focus its work on the re-evaluation of sweeteners, and the re-evaluation of the remaining approved food additives is likely to continue beyond 2023. Activities relating to the assessment of new food additives or proposed changes to approved food additives under Regulation (EC) No 1331/2008 will be carried out in parallel.

Opinions on the safe use of additives in food destined for infants and young children, evaluated using the principles described in the Scientific Committee guidance adopted in 2017, are expected to be completed during this period. Similarly, opinions prepared using new data generated in response to the programme set by the Commission for the follow-up of scientific opinions on the re-evaluation of food additives are also planned for completion during this period. In particular, the scientific opinion on the follow-up to the re-evaluation of E 171 (Titanium Dioxide) will require the application of the new guidance on nanomaterials in the assessment of the new data generated in response to the follow-up call and retrieved from the published literature. The assessments will be finalised after a targeted consultation with MS.

EFSA will continue working on the remaining food flavourings on the EU list and expects to receive an increased number of new applications on flavourings. The revision of the guidance documents applicable to the evaluation of flavourings and smoke flavourings should be completed following an extensive stakeholder consultation.

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

Concerning food enzymes, a total of 304 applications were received by EFSA. The multiannual work programme for their evaluation will be revisited jointly with the Commission, as a significant number of new enzymes or extensions of use are going to be submitted by the applicants. To better support the submission of new food enzyme dossier, the Commission has mandated EFSA to update the food enzyme guidance in the period of May 2020 until November 2021.

EFSA will continue to assess the safety of additives and monomers for plastic materials, articles in contact with food and recycling processes, as well as applications for active and intelligent materials. EFSA will receive mandates to re-evaluate already authorised substances, identified as a high priority, following the prioritisation exercise conducted in 2019 and 2020 and it is also expected to receive mandates on epoxy silanes. EFSA will continue supporting the Commission in the frame of the ongoing evaluation of the FCM regulation.

Given the Commission's policy on circular economy, the EC is expected to request an update of the technical guidance documents on recycling plastics to cover plastics other than PET. Therefore, an increased workload in this area is expected with the submission of new applications and also as a result of the amendments of the Recycling regulation.

The network on food-contact materials (FCMs) will continue its work aiming to further harmonising with Member States the application of risk assessment principles for non-EU regulated FCMs.

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

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

The number of dossiers on feed additives increased to over 100 per year. The majority of these dossiers relate to new applications, but the number of renewals is increasing. EFSA will also continue working on the outstanding re-evaluations of feed additives. The goal is to finalise most re-evaluations by end of 2021, while a workplan is in place until 2026 for botanically defined

(13) Studies performed according to standard on good laboratory practices

flavourings. Furthermore, a collaboration with other EU agencies will be established to harmonise consumer exposure assessments and the related setting of maximum residue levels.

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

In the area of genetically modified organisms (GMOs) EFSA will continue to deliver evaluations of applications for the import and processing of GMOs in food and feed, and for cultivation uses. EFSA will review the fitness of its RA guidelines for GMOs in light of new developments in the area of biotechnology and supporting Europe ambitions for sustainable food systems.

The complexity of EFSA's work in the area of pesticides will increase significantly. This is due to growing demands to assess substances according to new data requirements and the use of higher-tier assessments, as well as to a growing number of questions after the adoption of a conclusion on active substances risk assessment. EFSA is expecting additional tasks linked to the assessment of pesticides required to control serious dangers to plant health, the continuous implementation of hazard-based criteria to identify endocrine disruptors and the assessment of co-formulants used in plant-protection products.

Table 2. SO1 - Expected impacts of Operational Objective 1 – Stakeholder's satisfaction regarding EFSA's scientific outputs and the scientific assessment process.

Performance indicators		Baseline	Actual	Target by 2024 [14]			
			2020	2021	2022	2023	2024
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA's scientific outputs (for Commission/Member State risk managers and stakeholders) and the scientific assessment process							
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)	*Risk managers (Commission / Member States)*	81.6% (2017)	86.6% (2019 survey)	>85%	N/A	>87%	N/A
	Stakeholders	74.7% (2017)	78.1% (2019 survey)	>72%	N/A	>74%	N/A
	Applicants	78.4% (2017)	78.6% (2019 survey)	>79%	N/A	>80%	N/A

1.1.c Stakeholders engagement

EFSA will continue to engage with its stakeholders via an updated Stakeholder Engagement process, based on the current Stakeholder engagement Approach (SEA) and taking into account the recommendations from EFSA's Management Board, the 2019 annual Stakeholder Forum and the new expectations set by the Transparency Regulation. To get input on the blueprint of this updated Stakeholder Engagement process, EFSA will organise a series of digital events on the three new Stakeholder Engagement streams, quality of science, preparedness and stakeholder dialogue. After considering all input, EFSA will present the updated stakeholder process at its 2021 Stakeholder Forum and activities under these three streams will be planned accordingly. To also enhance engagement with Stakeholders, EFSA has outsourced desk research to look at the latest engagement methodology and target audience identification tools. Several of these

[14] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

new methodologies will be piloted throughout 2021 and 2022 and evaluated by EFSA and Stakeholders for their usefulness and added value. Purpose-driven engagement and targeted-initiatives will be rolled out during 2021 and beyond as an implementing arm of the current and future strategic frame.

During the 2021-2024 period, EFSA's engagement activities will also focus on topic driven stakeholder engagement, large scale engagement initiatives and engagement models adapted to specific stakeholder needs. The organisation of stakeholder initiatives together with member states and also third countries will be explored further together with the implementation of new channels/platforms to ensure regular and effective dialogue between EFSA and its stakeholder community.

To keep stakeholders updated on the progress of the implementation of the Transparency Regulation, towards the March 2021 entry into force, a Sounding Board composed of stakeholders, Member States and European Commission representatives is rolled out since 2019 and will run until the implementation date of the Transparency legislation, providing information on the implementation status of the new provisions and collecting input during different steps in the process. Technical groups composed of stakeholders, EU Agencies, European Commission and observers, are working together on specific technical areas. External communication linked to the Transparency Regulation will continue to be rolled out during the year.

In the framework of the ART Programme, the Relationship Management Project will contribute to prioritise public and stakeholder engagement in the process of scientific assessment, developing and implementing processes in support of transparent and structured engagement with EC, member states, applicants and stakeholders throughout the entire Risk Assessment process. The project will cover all relevant stages of risk assessment, from pre-mandate to publication, including important new requirements of the Transparency Regulation, such as pre-submission advice, dossier intake, notification of studies and public consultations. In addition, the project will develop, in cooperation with Member States and other EU agencies, sustainable outsourcing solutions. It will also provide evidence-based input to help shape the General Plan on Risk Communications. The main information technology aspects of the project will be the establishment of a Customer Engagement Centre (CEC) and the implementation of FSCAP.

Table 3. SO1 - Expected outcomes of Operational Objective 1 – Engagement of stakeholders in scientific activities

Performance indicators		Baseline	Actual	Target by 2024 [15]			
			2020	2021	2022	2023	2024
Outcome: Increased engagement of stakeholders in scientific activities							
Stakeholder engagement during public consultations and other stakeholder engagement activities	*Number of public consultation comments received — total and by stakeholder group* [16]	1 795[17] (2017)	2,219[18] (2019 result)	14,400	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual
	Survey feedback from SEA-registered members on the effectiveness of EFSA's stakeholder engagement activities	N/A	Positive outcome[19]	90%	90%	90%	90%

1.2. Make available documentation on information gathering and evaluation process - Expected impacts and outcomes

[15] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

[16] The sub-indicator 'Number of relevant contributions used in EFSA outputs' has been deleted.

[17] Average number of total comments received through public consultations in 2016-2017. Waiting for stakeholder groups' analysis, which will be performed once the EU survey tool is used by all EFSA units.

[18] Not measured in 2019 due to lack of resources

[19] As per "Decision of the Management Board of the European Food Safety Authority of 9 October 2018 on the criteria for establishing a list stakeholders and the establishment of the Stakeholder Forum and Stakeholder Bureau" the effectiveness of EFSA's stakeholder engagement activities shall be carried out every 3 years..

Since the beginning of its strategy 2020, EFSA adopts a transparent approach for its risk assessments aiming to **make fully available the documentation** that is relevant to its risk a assessments. The Transparency Regulation further enforces this requirement.

1.2.1 Transparent risk assessment

Following the adoption of the Transparency Regulation, the Matrix project (part of the IMP Information Management Programme - IMP) has been re-chartered and transferred into the ART programme (RMP and RAP projects). The new focus is on delivering the Transparency Regulation measures by March 2021 and further develop them in the next years. Those measures will focus on ensuring confidentiality assessment[20] - across all food sector areas - and on dossier sanitisation and the publication of dossier information. Adapting to the technology developments, the latter will be in a machine-readable format RMP and RAP projects will also aim to provide applicants and stakeholders with an electronic-based e-submission and evaluation solution for all regulated product applications. The electronic format will enable the management of regulated product applications (validation and risk assessment), the confidentiality assessment process as well as the publication process.

In addition, the RMP Project has started the implementation of the processes and the definition of data format for a Notification of Studies database to meet the obligation set in the Transparency Regulation (notification to EFSA of studies for both new applications and renewals). The notification of studies database will become operational allowing business operators and laboratories to notify to EFSA studies intended to be included in new applications as well as in applications for the renewal of authorised or approved substances. The rollout of this database will fulfil EFSA's obligation within the frame of Article 32b of the Transparency Regulation.

EFSA will continue to collaborate with DG Health and Food Safety and ECHA on the implementation of two-entry points for all dossiers submission by adopting IUCLID for pesticides applications and MRLs submissions and by extending the food system common authorisation procedure (FSCAP) workflow for the other food sector areas.

EFSA is also working on defining a dossier structure, dossiers' document formats, and dossiers' data format for all food sector areas adopting as much as possible existing standards. Some of those dossiers' data formats and standards will be introduced already in March 2021, others will be introduced at a later stage giving time to industry to be prepared for the electronic submission. In this context, EFSA is exploring the use of the OECD's standards.

Table 4 SO1 - Expected outcomes of Operational Objective 2 - Availability of documentation relevant to EFSA's scientific outputs

Performance indicators		Baseline	Actual	Target by 2023 [21]			
				2021	2022	2023	2024
Outcome: Full availability of documentation relevant to EFSA's scientific outputs							
Availability of documentation used in EFSA's scientific outputs	*Proportion of regulated product food-sector areas making dossier data (non-confidential parts) fully available to the public*	N/A	N/A	TBD	6/6	6/6	6/6

(20) The confidentiality decisions are exceptions to the public disclosure requirement introduced by the new Regulation.
(21) In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

Performance indicators		Baseline	Actual	Target by 2023 (21)			
				2021	2022	2023	2024
	Proportion of EFSA's scientific outputs (22) providing direct access (links) to data sets and metadata on KJ	11.8% (23) (2019)	17.2% (2019 result)	50%	75%	75%	75%

1.3. Ensure clarity and accessibility/usability in the communication of findings - Expected impacts and outcomes

EFSA aims to ensure the **clarity and use of its communications** addressed to risk managers and the general audience. Better **tailored and contextualised messages** for risk managers and the general audience are expected, as well as the establishment of enhanced risk communication networks and presence in the social media. and **increased use of social science advice** in the development of its risk communication activities.

1.3.1 Risk communication

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

During the 2021-2023 period, EFSA will focus on implementing the Transparency Regulation and informing the European Commission-led initiative to develop a General Plan on Risk Communications. Activities will include redefining processes to improve coordinated risk communications between EFSA, Member States and the European Commission; reviewing and refining products and channels for better-targeted communications; and piloting new digital tools to contextualise EFSA's scientific advice for interested parties and the general public.

Reflecting provisions in the Transparency Regulation, EFSA's work on risk communication will increasingly be based on insights from research on risk perception as the Authority expands its social science function. This includes developing social listening tools and rolling out engaging communication campaigns in conjunction with Member States and the European Commission on food safety topics of high importance or relevance to citizens. In 2019, EFSA launched its *#EUandMyFood* campaign which sought to highlight the value to citizens of the EU food safety system as they prepared to go to the polls for the European Parliament elections. The experience gained from this campaign will be applied to future initiatives to be delivered at either regional or European level.

The EFSA Journal provides open access to EFSA's risk assessments and scientific outputs on a modern online publishing platform that optimises the impact and discoverability of EFSA's work and the visibility of its contributing experts. Through the partnership with the international publisher John Wiley & Sons, the editorial quality and accessibility of EFSA's scientific outputs continue to improve, and EFSA's assessments are disseminated via a wider range of channels relevant to the scientific community, including the key bibliographic databases in life sciences/health sciences. In line with the strong emphasis in the Transparency Regulation on accessibility for citizens to EFSA's scientific advice, the Journal will pilot an initiative to accompany certain EFSA scientific opinions with Plain Language Summaries. An editorial advisory board, appointed in 2017, will monitor the performance and guide future developments of the EFSA Journal, ensuring that it is well placed to meet the expectations of the European food safety community and EU institutions.

(22) Scientific outputs published in *EFSA Journal*. The measurement will be done through Knowledge Junction unique uploaded DOIs (digital object identifiers).

(23) First measurement in January 2019 excluding question types for applications (due to confidentiality issue), public consultations, assistance (because they are merged in the main output, so it would be a duplication), Art. 31 when in combination with former Unit PRAS and food sector area MRL Art. 10, MRL Art 12, external scientific report and event reports.

The EFSA website will support efforts to improve the visibility and impact of EFSA's work. It will build on the progress made up to 2018 in the area of multimedia, using established tools — such as interactive infographics and videos — along with new tools — such as data visualisation — to make EFSA's work as impactful and accessible as possible to its different audiences. A significant upgrade to the website's content management system will take place in 2021 as the Authority moves to a smarter and more agile platform.

EFSA will continue to invest in engaging proactively with print, broadcast and online journalists to maximise outreach and to bring its scientific work and corporate activities to different audiences through the media at national and European level. This will be supported by developments in media monitoring and the roll-out of media-training initiatives for EFSA staff and experts.

Table 5 SO1 - Expected outcomes from Operational Objective 3

Performance indicators		Baseline	Actual	Target by 2024 [24]			
			2020	2021	2022	2023	2024
Outcome: Enhanced outreach of communication							
Impact, visibility and discoverability of EFSA's scientific outputs (access, downloads, citations)	*Access*	**3 162 974** (2018)	**3 942 420**	**3,800,317**	**+5%** on year N-1 actual	**+5%** on year N-1 actual	**+5%** on year N-1 actual
	Downloads	**2 306 925** (2018)	**3 450 000**	**3,400,000**	**+5%** on year N-1 actual	**+5%** on year N-1 actual	**+5%** on year N-1 actual
	Citations	**18 347** (2018)	**50 738**	**22,601**	**+5%** on year N-1 actual	**+5%** on year N-1 actual	**+5%** on year N-1 actual
Social media effectiveness [25]	*Increased number of followers from social media platforms*	**40 742** (2016)	**157 486**	**+10%** on year N-1 actual	**+10%** on year N-1 actual	**+10%** on year N-1 actual	**+10%** on year N-1 actual
	Traffic to EFSA web content from social media	**63 464** (2016)	**89 205**	N/A[26]			
	Social interactions	**14 881** (2016)	**71 102**	**66,400**	**+10%** on year N-1 actual	**+10%** on year N-1 actual	**+10%** on year N-1 actual
Traffic to EFSA's web content (web metrics): number of sessions		**3 184 611** (2016)	**3 855 766**	**3 875 045**	**+0.5%** on year N-1 actual	**+0.5%** on year N-1 actual	**+0.5%** on year N-1 actual
Number of subscribers to online subscription products (newsletter and alerts)		**33 934** (2016)	**19 482**	**19 677**	+1% on year N-1 actual	**+1%** on year N-1 actual	**+1%** on year N-1 actual

(24) In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

(25) For social media platforms it is expected that the pace of increase will slow down in the coming years, because of changes in the approach for social media thematic accounts and, typically for social interactions, because of the saturation of the EFSA target audience. The situation will be reviewed yearly to assess if the set targets will remain relevant.

(26) Due to the recent move from Google analytics to Piwik. Data will be provided once it will be technically possible to calculate the 2020 data and base future estimate on this year's performance.

Table 6. SO1 - Expected impacts of Operational Objective 3

Performance indicators		Baseline	Actual	Target by 2024 [27]			
			2020	2021	2022	2023	2024
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA's communication tools and materials							
User satisfaction rating of communication tools and materials	*EFSA Journal*	**85%** (2016)	**98%**	>80%	>80%	>80%	>80%
	Other communication products	**76.9%** (2017)	**73.6%** (2019 result)	>75%	N/A	>77%	N/A
Impact of media coverage (EFSA's coverage in the media, including the favourability of articles)		**18** (2015)	**15**	Within the 5-25 range	Within the 5-25 range	Within the 5-25 range	Within the 5-25 range

[27] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

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

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

The EFSA work programme in this area is built around the following operational objectives:

2.1 Improve data interoperability to facilitate data exchange and migrate towards structured scientific data

2.2 Adopt an Open Data approach

2.1. Improve data interoperability to facilitate data exchange and migrate towards structured scientific data - Expected impacts and outcomes

In the area of data collection and evidence management, EFSA will focus on achieving greater transparency of its scientific outputs by **providing access to underpinning data and evidence**. EFSA's Information Management Programme (2014-2021) as well as the ART Programme (2019-2021, for the implementation of the Transparency Regulation) will continue to support activities aimed at managing EFSA's data and evidence to **improve data interoperability**. It aims to implement common metadata, thesauri, data models, data formats and sound record management, **adopting as far as possible EU and open data standards**.

Evidence management

To improve data exchange and interoperability EFSA will continue to participate in data-exchange networking groups such as the Global Open Data for Agriculture and Nutrition network, and will continue to engage with EU sister agencies, Member States and the European Commission to increase the use of common data formats.

Especially in the area of pesticides, EFSA will continue working together with ECHA in the scientific and administrative processing of (hazard) data on pesticidal-active substances. This aims to ensure regulatory consistency as well as an efficient and effective use of the data available[28] in alignment with the Harmonised Classification and Labelling (CLH) procedure[29]. In turn, this will also lead to a full understanding of the hazardous properties of the substances in support of the decision on their approval/renewal at EU level. In the upcoming years the EFSA-ECHA collaboration will be further strengthened as regards classification of active substances under Regulation (EC) No 1272/2008, in accordance with Commission Implementing Regulation (EU) 2020/103 of 17 January 2020 amending Implementing Regulation (EU) No 844/2012 as regards the harmonised classification of active substances.

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

EFSA will intensify collaboration with Member States to encourage the publication of data and evidence on EFSA's open-access platform, Knowledge Junction. EFSA will improve the interoperability of its scientific data to enable the exchange of data with its stakeholders, as well as the electronic transmission of regulated product dossier data in a structured format.

In close collaboration and partnership with the Member States EFSA will also prioritise and implement the recommendations received from the Advisory Forum Task Force on Data Collection and Data Modelling.[30]

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

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

[30] Report of the Advisory Forum Task Force on Data Collection and Data Modelling https://doi.org/10.2903/sp.efsa.2020.EN-1901)

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

The Farm to Fork Strategy aims at ensuring food security, nutrition and public health – so that European consumers have access to sufficient, nutritious, sustainable food that upholds food safety standards while meeting dietary needs. EFSA will deliver the final wave of its EU Menu project that was established in 2011 to collect more harmonised European food consumption data for use in dietary exposure assessments to food-borne hazards and nutrients. Building on this, EU Menu phase 2 will be rolled out to ensure continued collection of European food consumption data using the most up to date methodologies and availing of the digital tools for data collection. Furthermore, EFSA will update and expand its food composition database to enable estimates of energy and nutrient intakes to be calculated for European consumers. This will serve the needs to estimate upper levels of nutrients in foods as well as any related future questions within the remit of nutrition.

During 2020, EFSA completed its migration to the (Azure) cloud of EFSA's scientific data warehouse, its R4EU model platform as well as its DCF (Data Collection Framework) web-based interface used by data providers to transmit data to EFSA (DAMA project). The next step will entail optimisation of the cloud environment to effectively manage and analyse large volumes of data (e.g., whole gene sequencing, bioinformatic analysis and spatial explicit environmental data such as climate and vegetation data) for use in EFSA's scientific assessments (DAMA 2 project). In doing so, EFSA will engage with an Ecosystem of European partners Health Policy Agency Collaboration (HPAC) to explore co-funding and co-creation of digital solutions.

- DATA MANAGEMENT AND DATA ANALYSIS PROJECT

Every year EFSA has to ensure sufficient data storage and fit-for-purpose computational power to support its data collections, to allow proper data management and to ensure fast and reliable data analysis. To address the increase in the volume of collected data and the increasing complexity of data-analysis models, but also future challenges, modern, cheaper and more scalable solutions are essential. In this context, the data management and data analysis (DAMA) project, under the umbrella of the Information Management Programme, have implemented 'in-the-cloud' solutions (mentioned above) for the SDWH, the data collection framework (DCF) and the R4EU model platform. This allows flexibility and scalability as well as the possibility to have the right storage and the right computational power 'as needed' and 'for a defined period of time' (i.e. 'pay-per-use' model). From 2021, EFSA will start working on the second phase of the project (DAMA 2) focused on re-engineering and then sharing some Data Collection, Data Storage, Data Management, Data Analysis solutions in collaboration with other EU Agencies and DIGIT. EFSA will keep on engaging with member states and agencies to pool resources and focus on connectivity and interoperability and co-creation of data and data analysis and model platforms implementing approaches such as Artificial Intelligence.

Table 7 SO2 - Expected impacts and outcomes from Operational Objective 1 – Standardisation, Quality and interoperability

Performance indicators	Baseline	Actual	Target by 2024 [31]			
		2020	2021	2022	2023	2024
Outcome: Increased standardisation and interoperability of data						
Share of regulated product areas covered by structured data	0 [32]	0	TBD	100 %	100 %	100 %

[31] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

[32] This measurement is linked to the progress of the Matrix project.

Performance indicators		Baseline	Actual	Target by 2024 (31)			
			2020	2021	2022	2023	2024
Increased maturity in data interoperability — EIF/IMM index (33)		1.3 (2018)	2.7	TBD[34]	TBD	TBD	TBD
Outcome: Improved quality of data							
Data quality (35)	*Timeliness*	46%(36) (2018)	78% (2019 result)	90%	90%	90%	90%
Outcome: Wider data coverage							
User statistics from the scientific data warehouse		421 (2017)	451	Not measured[37]	Not measured	Not measured	Not measured
Number of digital objects uploaded to the EFSA open repository (Open SCAIE/Knowledge Junction)(38)		500 (2017)	254	Not measured[39]	Not measured	Not measured	Not measured

2.2. Adopt an Open Data approach - Expected impacts and outcomes

EFSA's activities in **improving access to its data continue** since the beginning of the implementation of its Strategy 2020. EFSA's scientific data warehouse (SDWH) has provided access to much of EFSA's scientific data (mainly summary statistics) as well as a suite of user-friendly open-access tools to estimate dietary exposure to food-borne chemical hazards (e.g. food additives, contaminants, feed additives) using data from its Comprehensive European Food Consumption Database. To complement this, EFSA has progressively provided access to raw monitoring and survey data at the lowest level of granularity on its Knowledge Junction open-access platform on Zenodo as well as the European Commission IPCHEM (Information Platform for Chemical Monitoring) portal.

EFSA will continue its efforts towards more openness through the continued publication of digital objects (e.g. datasets and models supporting EFSA's scientific assessments) on its Knowledge Junction to enable links to methods and tools developed by EFSA and other scientific bodies. An increasing number of web applications of specific models linked to guidance documents or relevant for stakeholders will be made available on a specific web platform, R4EU accessible through the Knowledge Junction. Models linked with guidance documents or opinions will be available through the Knowledge Junction, while standalone browser-run versions of selected apps linked with opinions or guidance documents will be made increasingly available

(33) The index was drafted based on the European interoperability framework (EIF) recommendations developed by the ISA2 programme (interoperability solutions for public administrations, businesses and citizens). The value reported is the average of the score EFSA reached in 7 dimensions: 1) Information delivery and interoperability, 2) Business Intelligence and Data Warehousing, 3) Data management best practices, 4) Records management, 5) Data quality, 6) Information privacy and security, 7) Information and data governance.

(34) To be defined after the end of the year 2020

(35) The data quality indicator pertains to timeliness assessed for the following annual European data collections: contaminant occurrence, pesticide residues, veterinary medicinal product residues, and zoonoses and antimicrobial resistance. The indicator is measured as an average of i) the proportion of data records submitted by the annual (legal) reporting deadline, and ii) the proportion of data records confirmed in the scientific data warehouse by the deadline for acceptance agreed with data networks. Additional dimensions of quality to be added in subsequent years.

(36) Within the framework of a pilot study on data quality (M-2018-0121), several indicators of data quality were measured and evaluated (e.g. timeliness, consistency, completeness). The pilot study identified timeliness as the priority data-quality indicator for improvement, and the Evidence Management Unit proposes the indicator: 'Timeliness of annual European data collections' as the focus for improvement.

(37) Not to be measured as such as no significant trend has been observed in the past years

(38) Number of uploaded and curated digital objects and their increase on a yearly basis.

(39) From 2021, EFSA has will have a legal obligation to publish data used in its assessments on the dissemination portal (Transparency regulation). Therefore, EFSA will re-evaluate the value of trying to reach incremental targets for the number of digital objects on the KJ

through the R4EU platform for anyone with an internet connection. In addition, EFSA will develop open access dietary exposure tools in other regulatory domains such as novel foods.

In line with digital single market principles and suggestions, a portal exposing application programming interfaces (APIs) has been implemented in a beta version by EFSA to allow access to EFSA data and evidence using machine-to-machine interfaces. In this context, dedicated interfaces have been be built to allow automatic transfer of EFSA metadata to the European Union Open Data Portal and IPCHEM portal, and publication in the Knowledge Junction of public datasets collected by EFSA and contained in the EFSA Scientific Data Warehouse (those datasets will be assigned a unique data DOI for easy reference). In addition, EFSA will continue to engage with the JRC of the EC as well as European partners to increase the visibility of European chemical monitoring data on the IPCHEM portal.

Table 8 SO2 - Expected outcomes of Operational Objective 2 – Access to data

Performance indicators		Baseline	Actual	Target by 2024 (40)			
			2020	2021	2022	2023	2024
Outcome: Improved access to data							
Data accessibility index	*Number of publicly accessible data collections published without data aggregation by EFSA* [41]	1 (42) (2016)	9	9	9	9	9
	Number of data collection dashboards/aggregates published	11 (43) (2017)	20	N/A[44]	N/A	N/A	N/A

Table 9 SO2 - Expected impacts of Operational Objective 2 – Stakeholders satisfaction regarding evidence management

Performance indicators		Baseline	Actual	Target by 2024 (45)			
			2020	2021	2022	2023	2024
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative reuse of data							
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions) (46)		57.8% (2017)	54.8% (2019 result)	>55%	N/A	>60%	N/A
Use and reuse of EFSA's accessible data and evidence	*Data/evidence reused by stakeholders via citation statistics* (47)	TBD	TBD	TBD	TBD	TBD	TBD

(40) In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

(41) The indicator might change if Advisory Forum and Network will decide to allow EFSA to proactively publish raw data before an opinion is finalised and published. It is proposed to revise the KPI in 2021

(42) Compendium of botanicals.

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

(44) Indicator removed as is not considered strategic anymore

(45) In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

(46) The baseline for this indicator is set using the results of the third external evaluation survey performed in 2017, which was extended to cover this satisfaction survey as well. The same questions on satisfaction used in the external evaluation survey will be repeated every year in order to obtain comparable results.

(47) To explore a common service provider (shared service approach) on bibliometrics to measure the impact of EFSA outputs/publications.

1.3 Build the EU's scientific assessment capacity and knowledge community

EFSA aims to set up cooperation initiatives that make the best use of expertise for scientific assessment through the establishment of partnerships between EFSA staff, scientific experts, Member States and international organisations. EFSA invests in competence development and capability transfer, common programming and work-sharing, to build EU and international expertise, thus increasing the EU's scientific assessment capacity and efficiency. EFSA is taking stock of best practices internally and externally (other EU agencies and international bodies), and optimises its workforce model (tasks, roles and working methods), making the best possible use of available capacities and getting timely access to the necessary expertise. EFSA is strengthening multi-and inter-disciplinary working practices and promoting harmonisation and exchanges across different areas/panels while exploring approaches such as crowdsourcing and cognitive computing to increase the access to the body of evidence informing the risk assessment or in the case of crowdsourcing also to explore innovative approaches to solve methodological and technical issues that could be considered for future risk assessment approaches.

The EFSA work programme in this area is built around the following operational objectives:

3.1 Strengthen capacity building and capacity sharing and foster growth of the RA community with international organisations
3.2 Review and further develop EFSA's scientific assessment model

3.1 Strengthen capacity building and capacity sharing and foster growth of the EU RA community in collaboration with international organisations - Expected impacts and outcomes

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

3.1.a Capacity building and capacity sharing at organisational level

An increased EFSA budget will be available to support Member States projects via grants and other financial instruments alongside other European or international funding schemes. Scientific cooperation tools will evolve to meet the Transparency Regulation requirements including outsourcing preparatory work to Member States. This will include a review of the operations of EFSA scientific networks aimed at increasing their efficiency and effectiveness.

EFSA will focus its efforts on strengthening and streamlining scientific cooperation with Member States (Advisory Forum, Focal Points, Scientific Networks, Art. 36 Competent Organisations and beyond), EU Institutions, EU organisations (EU sister agencies, and reference laboratories) and international networks and forums to ensure a consistent approach to risk assessment at EU level and to contribute to its international harmonisation. Access to expertise will continue to be a key-priority for EFSA, capitalising on the new set of measures brought by the Transparency Regulation that support the sustainability of the risk assessment model in Europe. A new Partnership framework will be designed together with Member States and its Advisory Forum to support the Authority's needs and vision towards a pan-European model for food safety risk assessment that will be operating on a food safety ecosystem. This long-term vision will be part of the new strategic cycle, informed by current 2020 Strategy and learning from it as well as the new policy and operating framework brought by ambitious EC policy initiatives under the EU Green Deal flagship initiative and the Farm to Fork Strategy. The new partnership models will be developed during 2021 so to allow EFSA and partners-organisations to fully exploit the opportunities described in the Transparency Regulation and the new multi-annual financial framework. The Partnership initiatives will increase efficiency, enable better management of complexity of science and will foster innovation.

Aligned to the activities above mentioned, EFSA established a Science Studies and Project Identification and Development Office (SPIDO) at the beginning of 2020 (described in SO4). SPIDO takes measures to prevent duplication and ensure complementarity of work with relevant EU and Member States programmes (e.g., Horizon 2020, Horizon Europe) and Commission

services (e.g. Joint Research Centre (JRC). The study results and deliverables should be of direct use in EU regulatory science to the risk assessment and risk management communities. Through the nature of the financial instrument (multi-annual, multi-partner and high-value grants and procurements projects) the mid to long term envisaged impact is new methodologies, data and communication science are implemented in food safety risk assessment in a harmonised way and faster way in EFSA, at Member States and/or EU Agency level. SPIDO's activities should strive to build and foster strong partnerships, in the EU and, if relevant, internationally.

EFSA started in June 2019 the new action: "Preparatory measures for the participation of IPA [48] beneficiaries in the European Food Safety Authority 2019-2021" with a budget of EUR 500,000. DG NEAR [49] made available additional EUR 250,000 to extend this work up to 31 May 2022. With the additional funds, EFSA intends to continue to involve IPA beneficiaries in its work and to provide opportunities to strengthen the capacities for risk assessment and communication through the promotion of networking and joint activities between EFSA, IPA and Member States. In parallel, following the past three-year programme of EFSA visits to National Authorities of all EU MS, EFSA will extend its visits as of 2022 also to IPA countries.

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

Considering the revised EU policy on cooperation with the neighbouring countries, EFSA will continue to support the European Commission in the implementation of instruments and tools for data collection. Initiatives such as the 1st Autumn School, co-organised with the Croatian Food Safety Authority will continue to be organised to support capacity building and knowledge-transfer.

In the area of pesticides, the Pesticides Steering Network will implement the agreed plan for improving cooperation between the rapporteur, other Member States and EFSA scientists during the RA phase. This will lead to further efficiency gains, increase transparency and ensure the timely identification of key scientific issues to establish common ground during the EFSA peer-review process.

Strengthening cooperation with EU sister agencies —EEA, EMA, ECDC and ECHA — and guiding a more strategic partnership will be at the centre of activities in the years to come, e.g. in the area of data sharing and structure, methodology, expertise and research. Based on successful initiatives in 2019, workshops with individual sister agencies, with specific clusters or all sister agencies together will continue to be organised to discuss intensification of collaboration. Based on imminent or topic-specific needs, EFSA is open to participate in partnerships set-up within flexible agency clusters around a topic or theme. Strategic alignment to reach the one-health goals and to implement the Green Deal proposal for the European Commission will be pursued. EFSA will also continue to set up cooperation clusters with EU agencies, reference laboratories and Member States, in close collaboration with the Commission services (e.g. DGs SANTE/RTD/AGRI/ENV and JRC), to strengthen the identification and take-up of research priorities by funding bodies. EFSA also intends to increase its participation in EU funded research activities to ensure it stays abreast of scientific developments that can foster its risk assessment activities. EFSA will organise the second Risk Assessment Research Assembly (RARA) event to bring together EU and national research funders, policy/decision-makers and leading researchers to discuss how food safety regulatory research can support the Sustainable Development Goals (SDGs) and relevant European policies and foster alignment of food safety research and innovation investments to support regulatory science outcomes.

[48] Instrument for the Pre-Accession Assistance for EU candidate countries or potential EU candidate countries
[49] Directorate-General for European Neighbourhood Policy and Enlargement Negotiations (DG NEAR)

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

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

Table 10 SO3 - Expected outcomes of Operational Objective 1 - Building and sharing capacity within the RA community at organisational level

Performance indicators		Baseline	Actual	Target by 2024 [50]			
			2020	2021	2022	2023	2024
Outcome: Building and sharing capacity within the RA community at organisational level							
RA Agenda take-up index	*Number of joint projects awarded in the reported period*	21 (2017)	9	6	5	5	5
	Number of priority areas in the EU RAA covered	12 (2017)	6	2	2	2	2
	Number of Member States that have participated in joint projects	19 (2017)	16	8	8	8	8
	Number of projects not funded primarily by EFSA	35 (2017)	32	8	11	11	11
	Number of projects not funded primarily by EFSA	0 (2017)	0	4	4	4	4
Number of joint activities (staff exchange, joint projects/workshops) with international partners under cooperation agreements [51]		5 (2016)	47	34	50	50	50

(50) In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

(51) Activities under international scientific cooperation agreements not related to RAA and reported under SO3 annual indicator 'Number of international cooperation activities (meetings, events, missions)'.

Performance indicators		Baseline	Actual	Target by 2024 [50]			
			2020	2021	2022	2023	2024
Research agenda take-up index	*Number of external research project outcomes taken up in EFSA's output*	N/A	N/A	TBD	TBD	TBD	TBD
	Number of research projects (EU and international) in which EFSA is involved	1 (2017)	34	24	26	26	26
Participation of Member State organisations in EFSA's work programme (science grants and procurement)	*Application rate for EFSA's open calls*	2.15 (2017)	4	> 4	> 4	> 4	>4
	Number of Article 36 organisations [52] applying for EFSA grants	84 (2017)	90	**93**	**+3%** on year N-1 target	**+3%** on year N-1 target	**+3%** on year N-1 target

Table 11 SO3 - Expected impact of Operational Objective 1 - Efficiency in risk assessment at EU and international level and Stakeholders satisfaction

Performance indicators		Baseline	Actual	Target by 2024 [53]			
			2020	2021	2022	2023	2024
Intermediary impact: Increased efficiency at the European and international levels							
Identification of potential incidents of duplication and divergence and resolution of issues when identified within EU [54] (development and roll-out of a database for sharing Member State RA activities)	*Number of Member States active in sharing RA plan*	25 (2016)	25	28	<25	<25	<25
	Potential duplication identified before an activity is started	Identified in a timely manner in 100% of cases	100%	100%	100%	100%	100%
	Potential divergence identified before the adoption of an opinion [55]	Identified in a timely manner in 100% of cases	100%	100%	100%	100%	100%

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

(53) In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

(54) Replaces the initial indicator: 'Increase of shared and decrease of duplicated/overlapping services/activities/outputs (RAs, data, methodologies) at the Member State and European/international levels'.

(55) In preparation for the next strategy cycle to elaborate on the methodology that would allow divergence identification before the adoption of a scientific output.

Performance indicators		Baseline	Actual	Target by 2024 [53]			
			2020	2021	2022	2023	2024
	Follow-up actions within 10 days of identification of potential divergence	100%	100%	100%	100%	100%	100%
Intermediary impact: Increased satisfaction of Member States, EU and international partners with regards to the building and sharing of RA capacity and a knowledge community at the organisational and individual levels, in general and via specific tools (e.g. grants)							
Satisfaction — general satisfaction and usefulness of joint outputs — via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)	*Member States, EU, international, non-EU-country organisations*	56.9% (2017)	70.9% (2019 target)	70%	N/A	72%	N/A
	Individual experts	72.0% (2017)	58.8% (2019 target)	65%	N/A	70%	N/A
Outreach of supporting publications on grants and procurement [56]	*Number of page visits (visibility)*	213 048 (2018)	279 420	285000	**+5%** on year N-1 actual	**+5%** on year N-1 actual	**+5%** on year N-1 actual
	Number of downloads (usage)	201 251 (2018)	258 260	**267500**	**+5%** on year N-1 actual	**+5%** on year N-1 actual	**+5%** on year N-1 actual
	Number of citations (impact) [57]	2.47 (2018)	3.6	**3.65**	**+5%** on year N-1 actual	**+5%** on year N-1 actual	**+5%** on year N-1 actual

3.1.b Capacity building and capacity sharing at individual level

Each year EFSA relies on more than 900 scientific experts for the development of its scientific advice and a network of 1,700 scientific experts. To maintain and regenerate this pool of experts, EFSA took a strategic approach to its workforce requirements, with an emphasis on attracting, developing, and rewarding staff and scientific experts. To achieve this EFSA has established an Expertise Management Programme, aiming, among other things, at further enhancing the availability of external experts collaborating with EFSA.

Within the Expertise Management Programme, EFSA is sustaining its efforts to develop a comprehensive competency-based approach to talent attraction, and talent development for staff and experts, and ultimately to benefit from the best expertise available.

This focus on competences led to the development of an exhaustive competency library for staff and experts, and streamlined job profiles, and is being currently gradually encompassed into all HR processes from the attraction, selection, onboarding, learning and development, strategic workforce planning. An "EFSA academy" will be conceptualised to shape a virtual hub for knowledge acquisition and exchange on risk assessment and risk-communication at European level.

[56] See performance report P3 2018. Actual 2018 figure will be updated in January 2019.
[57] Average per article

The Expertise Management Programme is currently supporting the analysis of the IT landscape, to support with adequate tools the effective management of available expertise. Among these, the programme aims at fully aligning EFSA's competency-based approach with EU methodologies, systems and tools, such as the European classification of skills, competences, occupations and qualifications (based on European Qualification Framework principles) and Sysper, the EU HR management system. The programme also aims at reinforcing the image of EFSA as an attractive workplace. The Panel Renewal Steering Committee, handling EFSA's Panel Experts, aims to address this further through increased reimbursement and acknowledgment of preparatory work done for EFSA. This is supported through a dedicated measure outlined in the above-mentioned Transparency Regulation. EFSA is helping to increase the RA capacity by creating talent pools and communities of knowledge, and by piloting and implementing expert knowledge elicitation, crowdsourcing and cognitive computing solutions in specific areas of its work. Scientific cooperation among Member States and capacity building will be further boosted through tasking grant schemes and exchange of expertise.

EFSA continues to invest in building knowledge and expertise in risk assessment in the EU, via several initiatives targeted at early / mid-career scientists. Through a discussion group composed by Advisory Forum members, EFSA maintains discussions on how to further develop in the short/medium term scientific capacity building across EU Member States through e.g. its fellowship programme. Other capacity-building initiatives include Risk Assessment Summer schools in EU and IPA countries and visits from academia (masters, PhD, young researcher visits).

2022 will mark an important milestone for food and feed safety in the EU and will coincide with the 20th anniversary of EFSA's creation. To mark that occasion, EFSA will hold its 4th Scientific Conference in the second half of June 2022 in Brussels. The conference is intended to explore how food safety should evolve to meet the goals of a more sustainable future. Within the spirit of the 'One Health – One Environment' approach, the scientific programme of the conference is expected to be co-shaped with the involvement of the ENVI Agencies and the JRC with input from Member States and our international partners.

Table 12 SO3 - Expected outcomes of Operational Objective 1 - Building and sharing capacity within the RA community at individual level

Performance indicators		Baseline	Actual	Target by 2024 [58]			
			2020	2021	2022	2023	2024
Outcome: Building and sharing within the RA community at individual level							
Increased common expertise pool coverage and availability index	*Number of TOTAL applicants for panel renewals*	1 150 (2015)	N/A	N/A	N/A	N/A	N/A
	Number of ELIGIBLE applicants for panel renewals	900 (2015)	N/A	N/A	N/A	N/A	N/A
	Balance of applicants (total and eligible) for panel renewals, in terms of age (<40 years/40-55 years/>55 years)	23%/49%/28% (2017)	N/A	N/A	N/A	N/A	N/A

[58] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

Performance indicators		Baseline	Actual	Target by 2024 [58]			
			2020	2021	2022	2023	2024
	Balance of applicants (total and eligible) for panel renewals, in terms of gender (men/women)	55%/45% (2017)	N/A	N/A	N/A	N/A	N/A
	Balance of applicants (total and eligible) for panel renewals, in terms of geographic location (Mid-western Europe/Eastern Europe)	88%/12% (2017)	N/A	N/A	N/A	N/A	N/A
	Elapsed 'time to hire' for working-group experts	3 months (2019)[59]	1.4 months	1.4 months	TBD	TBD	TBD

3.2 Review and further develop EFSA's scientific assessment model - Expected impacts and outcomes

EFSA is taking stock of best practices internally and elsewhere (other EU agencies and international bodies) and aims to **optimise its workforce model** (tasks, roles and working methods), making best possible use of available capacities and **exploring innovative ways** to get timely access to the necessary expertise.

To actively respond to the new provisions introduced by the Transparency Regulation([60]) EFSA will as of 2020 strengthen work-sharing, joint projects with Member States and capacity building, including the implementation of a new approach to managing the Article 36([61]) network list with greater involvement of Member States. The implementation of boosted Focal Point agreements, relying on greater resources and performing and increased number of tasks, will allow EFSA and Member States to intensify their cooperation and to implement common risk assessment agenda priorities. In the frame of its activities to implement the Transparency Regulation measures linked to scientific partnership, EFSA will work on making the art. 36 list of competent organisations fully equipped to respond to work-sharing requests by EFSA. This will imply further development in the area of competencies/expertise mapping within each organisation while expanding the list by including additional organisations.

To avoid duplication of efforts and make full use of resources and synergies among Member States, the EU Risk Assessment Agenda, which provides a tool for the Advisory Forum to agree on common priorities for cooperation, will be updated with new ideas for projects.

(59) Data is available for baseline to be presented to the EMP Board in March 2020. The number represents the average difference in days between the approval date of a Working Group by the relevant Head of Unit and the hire date of an expert, as recorded in EFSA's recruitment tool. Only Working Groups created between 01. 01. 2019 and 31. 12. 2019 are considered.

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

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

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

COGNITIVE ANALYTICS

Cognitive analytics such as machine learning and natural language processing can discover patterns and relationships in information from millions of texts, books, online articles and other sources (e.g. social media), extracting information that could take researchers (humans) decades to discover, retrieve and digest. As a first step in exploring its potential role in risk assessment, EFSA has piloted machine learning and its role in enhancing, scaling and accelerating human expertise. Building further on experience obtained by the machine learning feasibility studies, EFSA is further implementing artificial-intelligence approaches in close collaboration and possible joint funding with sister agencies and the Commission.

ARTIFICIAL INTELLIGENCE CLUSTER

Artificial Intelligence (AI) represents one of the most strategic technologies of the twenty-first century. In fact, AI is transforming industry and society, allowing important changes at global level and posing new opportunities and challenges to be addressed. Under these cluster initiatives at EFSA level and in close collaboration with relevant DGs', ENVI agencies and Member States are clustered in order to assure alignment, pooling of resources and implementation based on a common roadmap.

Table 13 SO3 - Expected outcomes of Operational Objective 2 – Innovative approaches to strengthen risk assessment capacity

Performance indicators	Baseline	Actual	Target by 2024 [62]			
		2020	2021	2022	2023	2024
Outcome: Strengthened capacity using innovative ways						
Number of innovative approaches (crowdsourcing, cognitive computing, artificial intelligence) included in EFSA's strategy implementation plan (original or revised) having been further developed in the different areas of EFSA's work [63] (moved at least one stage from non-explored to feasibility, piloting, guidance endorsed, training provided, application in RA) [64]	N/A	N/A	TBD [65]	TBD	TBD	TBD

[62] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

[63] E.g. in scientific assessments (literature search, data collection, hazard/risk identification, risk characterisation, exposure assessment) or other processes (e.g. DoI screening).

[64] Update of the indicator: 'Share of outputs produced using new types of capacity'.

[65] In the context of the definition of EFSA's innovation process

1.4 Prepare for future risk assessment challenges

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

EFSA will strengthen its involvement with Member States, the Commission, EU agencies and international partners in harmonising cross-cutting and sectoral guidance and methodologies that underpin its RAs, and in identifying emerging risks and crisis preparedness.

The EFSA work programme in this area is built around the following operational objectives:

4.1 Strengthen EFSA's ability to anticipate and respond to food safety risks

4.2 Develop and implement harmonised methodologies and guidance documents for RA and become a hub in methodologies, tools and guidance documents for RA

4.1 Strengthen EFSA's ability to anticipate and respond to food safety risks - Expected impacts and outcomes

The section of EFSA's portfolio regarding preparedness and methodological development focuses on the **anticipation of RA priorities and related methodologies**, as well as evidence needs to ensure EFSA is prepared for present and new challenges in a dynamic food safety system. **Exploration of innovative methods** ensures that EFSA's scientific assessments remain relevant and helps harmonise methodologies across Europe and internationally to improve food safety, promote trust and reduce divergence.

To that respect, EFSA established a Science Studies and Project Identification and Development Office (SPIDO) with the aim to establish a process for identifying scientific themes, and to develop their implementing roadmaps requiring, among others, multi-annual cooperative arrangements with Member States, EU Agencies and, if relevant, international partners. The office facilitates the implementation of the roadmaps by commissioning studies directed to generate data, advances in knowledge and capacities in regulatory and communication science, to ensure preparedness for future risk assessment requirements, and avoidance of scientific divergences. Verification studies eventually will be launched by SPIDO, ensuring that the objectives of Regulation (EU) 2019/1381 on transparency, sustainability, preparedness and robustness are met.

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

Methodological developments for horizon scanning and risk ranking, along with surveillance methods, will support EU preparedness for plant health crises. The work on horizon scanning has built on the existing cooperation with the JRC in the area of automated media monitoring regarding new or emerging plant pests and in 2019 it has been extended to literature monitoring. In the area of surveillance, the tools developed by EFSA for animal health and food safety will be improved and validated to be used also for plant health and tested in cooperation with the Commission and Member States. The focus in the area of plant health will be on newly identified risks and outbreak preparedness, for example in the case of *Xylella fastidiosa*, and on assessing the risk of plant pest introduction into the EU with plant commodities, such as in the case of *Phyllosticta citricarpa* and other quarantine plant pests. With the new mandate on the RA of 'high-risk plants, plant products and other objects', EFSA will be asked by the Commission to provide a substantial number of commodity RAs.

Continuing the preparedness work in the area of animal health and welfare, EFSA will focus on risk profiling regarding the introduction and spread of vector-borne diseases. Highlights in the area of international collaboration will include harmonised data collection on the geographical

distribution of vectors of human and/or animal pathogens in Europe and the Mediterranean basin, and the planned harmonised disease surveillance of wildlife populations. EFSA will strive to automate data collection on animal disease outbreaks and surveillance, making it less labour-intensive for both Member States and EFSA. Functions will be created to validate submitted data, and predefined tables and maps will be generated that could be used by Member States for their own purposes (e.g. presentations at meetings of the Standing Committee on Plants, Animals, Food and Feed). This approach is already in place for the annual data collection and assessment of *Echinococcus multilocularis* and will be applied to other diseases where EFSA has a mandate from the Commission (e.g. African swine fever, and avian influenza).

Work relating to biological hazards will focus on antimicrobial resistance (AMR), for example the role of the environment in AMR and the microbiological risks linked to the use of water in food processing. EFSA will continue to coordinate the outsourcing procedure in the area of next-generation sequencing in norovirus.

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

Table 14 SO4 - Expected outcomes of Operational Objective 1 -

Performance indicators	Baseline	Actual	Target by 2024 [66]			
		2020	2021	2022	2023	2024
Outcome: Fostered use of new approaches and enhanced ability to anticipate and respond to risks						
Number of capabilities included in EFSA's strategy implementation plan (original or revised) [67] having been further developed (moved at least one stage from non-explored to feasibility, piloting, guidance endorsed, training provided, application in RA) [68]	0 (2016)	10 (2019 results)	8	8	8	8

[66] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

[67] Defined in 2017: plant health preparedness; vector-borne diseases and wild animal diseases; trace-back, trace-forward methodologies; AMR; endocrine disruptors; epigenetics; chemical mixtures/cumulative exposure assessment; nanotechnology; read-across; human variability; human biomonitoring; developmental neurotoxicity testing strategy; food-borne viruses; campylobacter from farm to fork; predictive modelling for biological risks; microorganisms as plant protection products; microbiological criteria; WGS; animal-based indicators for animal welfare RA; environmental RA — bee health; environmental RA — landscape-based framework; environmental RA — spatially explicit ecotoxicology, and fate and behaviour; risk-based food-inspection tools — risk ranking of biological and chemical hazards; risk-based food-inspection tools — development of surveys and surveillance schemes.

[68] Update of the indicator: 'Number and proportion of new approaches (self-tasks and internal mandates) moving from feasibility to piloting, endorsement of guidance documents, training and application in risk assessments according to plan'.

Table 15. SO4 - Expected impacts of Operational Objective 1

Performance indicators		Baseline	Actual	Target by 2024 [69]			
			2020	2021	2022	2023	2024
Intermediary impact: Increased satisfaction of stakeholders with regards to EFSA's preparedness, methodologies, and response							
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)	*Risk managers (EU/Member States)*	66.6% (2017)	78.8% (2019 result)	79%	N/A	80%	N/A
	Stakeholders (general)	66.3% (2017)	70.1% (2019 result)	70%	N/A	72%	N/A
	Member States, EU, international, non-EU-country organisations	69.9% (2017)	71.4% (2019 result)	72%	N/A	74%	N/A
Intermediary impact: Increased effectiveness of preparedness and response							
Preparedness with data, methods and expertise to address a RA question when received and mutually agreed	*Percentage of questions for which data are readily available* [70]	79% (2018)	78%	81%	81%	81%	81%
	Percentage of questions for which methods are readily available [71]	88% (2018)	92%	92%	92%	92%	92%
	Percentage of questions for which expertise is readily available [72]	91% (2018)	94%	98%	98%	98%	98%
	Percentage of questions (regular and urgent) delivered within the initially agreed timelines [73]	94.3% (2018)	91%	95%	95%	95%	95%

[69] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

[70] Under development through the new procedure of frontloading and follow-up Portfolio Coordination Office activities during the discussion of the mandates' feasibility.

[71] Under development through the new procedure of frontloading and follow-up Portfolio Coordination Office activities during the discussion of the mandates' feasibility.

[72] Under development through the new procedure of frontloading and follow-up Portfolio Coordination Office activities during the discussion of the mandates' feasibility.

[73] Initially agreed deadline versus updated deadline, only applicable for negotiated deadlines.

4.2 Develop and implement harmonised methodologies and guidance documents for RA and become a hub in methodologies, tools and guidance documents for RA - Expected impacts and outcomes

In order to support fit-for-purpose risk assessments and policy-making, the EFSA's risk assessment methodologies programme (RAMPRO) contributes to the management of projects in four main areas: **harmonisation of risk assessment methodologies** and use of evidence (HaRA), chemical risk assessment for human and animal health (ChemRA), environmental risk assessment of chemicals (EnvRA) and biological risk assessment (BioRA).

RAMPRO and SPIDO play a key role in developing and prioritising EFSA developmental activities in order to implement the EFSA's strategy. They stimulate innovation and scientific cooperation across EFSA, as well as between EFSA and centres of excellence in and outside the EU. RAMPRO also facilitates the implementation of EFSA's scientific solutions and methods.

Projects and activities coordinated by RAMPRO address the European Commission's priorities in food and feed safety such as biological hazards, animal health and welfare, plant health, contaminants and regulated products. The programme will continue in 2021-2024 to deliver relevant actions of the farm to fork strategy in synergy with the other agencies.

A list of the projects coordinated under RAMPRO is included in Appendix C.

EFSA will continue to focus on the provision of scientific advice in the areas of risk assessment and evaluation of chemical and biological hazards, zoonoses and antimicrobial resistance. One of the key projects for EFSA is the implementation and further method development for the cumulative risk assessment of pesticides. First EFSA outputs on the cumulative risk assessment of pesticides for thyroid and nervous system were issued in spring 2020. They will be followed by additional assessments focussing on chronic acetylcholinesterase inhibition and craniofacial malformation by the end of 2021. Furthermore, a prioritisation method will be implemented in 2021, which will allow EFSA to identify the most critical pesticide active substances and target organs. This activity will be further developed with European and international partners and will serve as a basis for the elaboration of new cumulative assessment groups from 2022 onwards.

To increase the EU preparedness for risk assessment challenges, a special emphasis on biological hazards, plant health (e.g. horizon scanning and risk ranking for plant pests and animal health (e.g. syndromic surveillance indicators, update of animal health and welfare guidance) is planned for the period 2021-2024. Projects addressing next-generation sequencing will also continue a part of the EFSA multi-annual programme.

EFSA will also continue in 2021-2024 to revise its guidance documents on the risk assessment of pesticides for bees and for birds and mammals, two requests from the European Commission. A new guidance document on benchmark dose (BMD) and a BMD platform will also be finalised. A guidance document on read-across approaches will be published in 2022. Cross-cutting guidance development work will continue at the Scientific Committee with the gradual implementation of the guidance on harmonised methodologies for the characterisation of uncertainties. The Scientific Committee continue to develop guidance for addressing the risk assessment of chemical mixtures and a scientific opinion on scientific criteria for grouping chemical substances will be published in 2021. Guidance on Genotoxicity, specifically Aneugenicity, will be completed in 2021. Further follow-up activities analysing the data available on the issue of non-monotonic dose response will be completed. Work on evidence appraisal will continue.

By June 2021, a new guidance document is going to be published on technical requirements for regulated food and feed products to establish the presence of particles in the nanoscale. This will accompany EFSA's guidance on the RA of nanotechnologies in food and feed, which is currently under revision and to be republished at the same time. Possibly EFSA will embark on the production of a new guidance document on environmental risk assessment (ERA) of nanomaterials.

EFSA activities on microbiome capacity building will continue in 2021-2024. Two thematic grants will start to map how considerations regarding microbiomes (gut and environment) could be envisaged for incorporation into EFSA's risk assessment.

Developments in the field of evidence appraisal will continue in 2021-2024 following the recent publication of the draft scientific opinion on appraising and integrating evidence from epidemiological studies for use in EFSA's scientific assessments.

The ongoing sharing of information on international practices in all these areas will continue, and dedicated activities will be organised to disseminate knowledge on methodologies. During this period, increased emphasis will be placed on the implementation of existing guidance through the production of supporting documentation to facilitate the work of the panels and associated training. The integration of New Approach Methodologies (NAMs) in EFSA risk assessments will cover three complementary goals, reduction of animal testing, filling hazard information gaps for data poor-chemicals, and last but not least, moving towards more informative risk assessments, through the integration of existing (human/animal) data and NAMs for a better mechanistic understanding of the biological interactions that leads the hazards and risk of chemicals, both in isolation and in chemical mixtures. The collaborative inter-unit efforts will continue with key projects such as the use of Adverse Outcome Pathways as tools for mechanistic understanding in risk assessment, toxicokinetic models for the extrapolation of *in silico* and *in vitro* information to the *in vivo* situation or grouping chemicals for addressing the effects of chemical mixtures. In addition, EFSA will further explore the evolution of the risk assessment paradigm for the identification of drivers for addressing human and environmental variability, linked to the identification of susceptible subpopulations requiring specific considerations during the risk assessment process. In this context, a project on inter-human variability in toxicodynamics will be launched in 2021.

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

Two scientific opinions on the adequacy of existing guidelines for the characterisation and environmental risk assessment of genetically modified micro-organisms and plants obtained through synthetic biology will be finalised by 2021. By June 2022, EFSA projects to deliver two complementary opinions on checking the existing guideline for the adequacy of food/feed aspects of such products.

Risk assessments of GMOs will involve the evaluation of increasingly complex GMOs, such as multiple-stack events, or more complex genetic modifications incorporating a larger number of genes. EFSA, following extensive public consultation, has adopted in 2020 scientific opinions on the fitness of its RA guidelines for new biotechnology developments on genome editing, gene drive and synthetic biology. The work will continue on GMO synthetic biology and *in vitro* mutagenesis. Conclusions and recommendations for future work have been made that risk managers will take into consideration for future requests to support the harmonized risk assessment of genetically modified organisms in the food chain and Europe position on the international arena.

In the area of pesticides work will continue on cumulative risk assessment, in particular the establishment of additional cumulative assessment groups (CAGs) for pesticides based on a plausible common toxicological effect, and the development of probabilistic exposure assessment in the annual report on pesticide residues. As indicated in Section 2.1, EFSA continues the assessment of active substances following the guidance for assessing endocrine disruptive potential[(74)] with the purpose to gain experience and in a second step analyse the lessons learnt and progress towards an expert analysis of higher-tier risk assessment and study designs, and incorporate the learning in the assessment work. A similar approach will be used for the upcoming pre-submission services. In the area of pesticides and human health, activities are progressing in the definition of testing strategies to support the assessment of developmental neurotoxicity effects, as well as general assessment methods taking into account animal welfare (e.g. IATA, AOP).

(74) Regulation (EC) No 1107/2009 of the European Parliament and of the Council of 21 October 2009 concerning the placing of plant protection products on the market and repealing Council Directives 79/117/EEC and 91/414/EEC.

Regarding environmental risk assessment of pesticides, the ongoing revision of EFSA guidance documents on birds and mammals and bees' risk assessment will continue in 2021 with the support of the established stakeholder discussion group, an initiative that came out of a joint workshop organised with the European Parliament.

The project MUST-B (development of a holistic approach for the RA of MUltiple STressors in Bees) will continue to deliver several outputs during the period 2021-2014 such as its scientific opinion and reports on RA model predicting effects at the colony level and in field conditions from exposure to pesticides in combination with other stressors. During this period, EFSA should also start working on assessing the risks for wild bees.

EFSA should start key new developmental activities in 2021 such as:

- in the ChemRA area:
  - protein safety assessment: *in silico/in vitro* toxicology and allergenicity developments
  - refinement of the RA methodology for Open Reading Frames
  - inter-human variability in toxicodynamics
  - the use and reporting of historical control data (HCD).
- in the EnvRA area:
  - toxicokinetics and toxicodynamics (TKTD) model development for the long-term risk assessment for birds
  - thyroid disruption in wild mammals and amphibians identification of adverse outcomes in the context of adverse outcome pathways.

EFSA – ECHA common activities on Pesticides

During 2019 the European Commission, as part of the pollinators' initiative, requested EFSA and ECHA to review and develop a guidance document for assessing the risks to arthropod pollinators (including bees) from the use of plant protection products and biocides. The European Commission requested both agencies to closely cooperate for the implementation of the mandates.

Since 2019, ECHA and EFSA are in constant communication concerning guidance development and both agencies are regularly attending the meetings being held by ECHA or EFSA about this topic and reviewing the documentation that becomes available. In addition, EFSA has been providing training and support to ECHA in the topic.

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

EU legislation on pesticides and biocides contains a requirement to ensure that the use of plant protection products or biocidal products should not have any immediate or delayed harmful effects on human health, directly or through drinking water. Currently, there is no agreed guidance available addressing these issues for applicants and regulatory authorities.

Table 16 SO4 - Expected outcomes of Operational Objective 2

Performance indicators	Baseline	Actual	Target by 2024 [75]			
		2020	2021	2022	2023	2024
Outcome: Accessibility of EFSA methods and tools						
Number of methods and tools readily accessible for use by external users (available in online repositories and on platforms) [76]	To be calculated in 2020	N/A	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual
Outcome: Harmonisation of RA methodologies						
Increase in the use of cross-cutting guidance documents by EFSA panels [77]	N/A	N/A	TBD	TBD	TBD	TBD
Use of 'compulsory' guidance documents by panels and working groups	N/A [78]	N/A	TBD	TBD	TBD	TBD

Table 17. SO4 - Expected impacts of Operational Objective 2

Performance indicators		Baseline	Actual	Target by 2024 [79]			
			2020	2021	2022	2023	2024
Intermediary impact: Increased satisfaction of stakeholders with regards to EFSA's preparedness, methodologies, and response							
Use of EFSA's guidance (access, downloads, citations) [80]	*Number of page visits (visibility)*	362 409 (2018)	290 127	435 000	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
	Number of downloads (usage)	348 223 (2018)	275 264	410 000	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
	Number of citations (impact)	2.97 (2018)	4.6	3.65	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
Use of EFSA's methodologies (access, downloads, citations) [81]		N/A	N/A	TBD	TBD	TBD	TBD
Use of EFSA's tools (statistical models))		687 (2018)	2 188	2 407	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual

(75) In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

(76) Software-upload statistics from the Knowledge Junction

(77) TBD in the context of further developing the EPA and specifically the 'methodologies management' process. It would be measured counting the number of citations of cross-cutting guidance in EFSA Journal — linked to the Wiley report.

(78) This indicator is linked to the relevant SOP on use of compulsory guidance. The SOP is not in place yet so the indicator is suspended.

(79) In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

(80) From an overall journal citation point of view, application to the citation index will take place in 2017 with metrics available in 2018 (see performance report P3 2018). Actual 2018 figure will be updated in January 2019.

(81) To be developed in 2019 within the context of the further development of the Knowledge Junction, in the context of exploring the use of bibliometrics to measure the impact of EFSA outputs/publications (see also SO2 intermediate impact indicator 'Use and reuse of EFSA's accessible data and evidence'.

1.5 Create an environment and culture that reflect EFSA's values

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

The EFSA work programme in this area is built around the following operational objectives:

5.1 Build a culture that puts EFSA's values into practice

5.2 Organisation and processes: improving organisational performance/capabilities

5.1 Build a culture that puts EFSA's values into practice - Expected impacts and outcomes

2021 will be a year of transition for EFSA, marked by the application of the new Transparency Regulation and the definition of the new EFSA strategy 2027, the latter to be implemented as of January 2022 onwards. This follows the extension of the current EFSA strategy 2020 by the Management Board to 2021, following the SARS-COV-2 outbreak. The nature of the Transparency Regulation requirements, which focus on transparency, strengthened cooperation with Member States in risk assessment and partnership with EU institutions and Member States on risk communication, will be an enhancement of the current EFSA strategic objectives and a bridge towards the new 2027 ones.

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

EFSA revisited in 2020 the environment scan report published in 2019 with an updated changing context analysis, to address the implications of the abovementioned EU policy developments in the context of its new Strategy 2027. In June 2021, the final strategy document will be presented for adoption by the Board, following a public consultation to take place over the spring. The detailed implementation and performance framework as per the new strategy will be included in the SPD 2022-2024 to be presented to the Board at the end of 2021. EFSA will regularly monitor the progress in its strategic objectives as well as further changes to the external context in the years to come, with a mid-term review planned around the year 2025.

Table 18 SO5 - Expected outcomes of Operational Objective 1

Performance indicators		Baseline	Actual	Target by 2024 [82]			
			2020	2021	2022	2023	2024
Outcome: People and culture							
Staff engagement index via feedback survey (based on biannual survey —	*Total favourable*	63% (2015)	66% (2019 result)	TBD	N/A	TBD	N/A
	Total engagement	76% (2015)	79% (2019 result)	TBD	N/A	TBD	N/A
	Organisational awareness/commitment [83]	93% (2017)	94% (2019 result)	TBD	N/A	TBD	N/A

[82] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

[83] This indicator reflects the extent to which EFSA staff put EFSA's values (scientific excellence, independence, openness, innovation and cooperation) into practice.

Performance indicators		Baseline	Actual	Target by 2024 [82]			
			2020	2021	2022	2023	2024
interagency framework)							
Management and leadership index	*Management feedback survey: line management*	69% (2016)	74%[84] (2019 result)	N/A	TBD	N/A	TBD
	Management feedback survey: leadership	46% (2016)	58%[85] (2019 result)	N/A	TBD	N/A	TBD
	Occupancy rate Statutory staff year average[86]	95% (2016)	92.2%	93.3%	93.7%	96.9%	96.9%
	Of which EFSA baseline[87]		96.1%	97%	97%	97%	97%
	TR additional capacity[88]	N/A	49.8%	73%	81%	97%	97%
	Competence management maturity level: Feedback of participants in managers' development programme 2018	TBD	N/A (2019 result)	N/A	N/A	N/A	N/A
	Competence management maturity level: EFSA's compliance with European skills/competences and occupations	86% (2017)	85%	86%	100%	100%	100%

5.2 Improving organisational performance/capabilities - Expected impacts and outcomes

To meet its ambitious objectives amidst increased expectations and a considerable level of uncertainty and ambiguity, EFSA will focus on **strengthening overall accountability** and efficiency. It aims to comply with the highest standards of performance and integrity by fostering an accountability framework in line with the new EC internal control framework. To achieve this, it will continue to strengthen its governance, and **enforce results-based management, integrated assurance** and **quality and continuous improvement.**

Optimising and leaning current ways of working (core, enabling and governance) in an evolving regulatory risk assessment context, as depicted in EFSA's Environment Scan report, will be essential to realising EFSA's strategy 2027 ambitions, i.e., towards sustainable scientific excellence and greater connectivity, agility and value production. These efforts will be underpinned by increasing collaboration, innovation and digitalisation, and by optimising human, technical and financial resources. **In this context, the structure and scope of EFSA programmes (IMP, EMP, RAMPRO, ART) will also adapt to the ambitions of the Strategy 2027**. EFSA will contribute to the European Commission's digital strategy, by participating in the Health Policy Agencies and European Commission Collaboration (HPAC) initiative led by SANTE, pursuing efficiency via synergies and collaborations in the delivery of common digital solutions.

(84) As reported in Staff Engagement Survey 2019, dimension 9 (line manager)
(85) As reported in Staff Engagement Survey 2019, dimension 11 (leadership)
(86) The outcome, impacted by the progressive implementation of the TR additional capacity, would be to set a growing occupancy rate target, from around (rounded) 92% in 2020 to 97% in 2023 when EFSA will be back into a "cruising speed" status.
(87) 2019 baseline capacity: the target has been set at 97%, in line with the 2019 actuals
(88) TR additional capacity: for each budget year the plan is to reach the occupancy rate of around 50% in relation to the additional capacity of that year, on these posts the target is then to get close to the 100% rate in the next years

Key development projects within the overarching programme structure

ARCHITECTURE PROGRAMME

EFSA launched a programme (ART) to manage a portfolio of development projects aimed at enabling the organisation to be ready for implementing the Transparency Regulation requirements by March 2021. The ART programme will more specifically:

- Implement the requirements of Transparency Regulation coming into force in Spring 2021.
- Adapt EFSA's processes to address new risk assessment challenges
- Consolidate and orchestrate organisational development initiatives to increase EFSA's capability, improve and lean its processes, while ensuring integration of scientific developments.
- Redesign EFSA organigramme ensuring effective fitting with the optimised processes (completion extended to December 2021)
- Complete the gaps in EFSA strategy 2020 and enable EFSA strategy 2027.

The ART programme comprises four projects:

1. Risk assessment project

   The Risk Assessment Project contributes to all five strategic objectives of the EFSA Strategy 2020. It aims to revise the scientific processes to encourage stakeholder engagement and to optimise access to its data. In parallel, it supports building the EU's scientific assessment capacity, improving the preparedness for future risk assessment challenges, and creating an agile and responsive environment.

2. Enabling services project

   The Enabling Services Project contributes to all five strategic objectives. It aims at enhancing stakeholder engagement by setting up a process and related mechanisms to involve MSs Art.36 Organisations in the scientific production process. It therefore contributes to the building of an EU's scientific assessment capacity and to the preparedness to future risk assessment challenges. On the other hand, by re-designing the Service Delivery Model and optimizing the management of enabling and transactional services it contributes to the strengthening of Objective 5.

3. Relationship management project

   The Relationship Management project develops and implements processes in support of transparent and structured engagement with EC, member states, applicants and stakeholders throughout the entire Risk Assessment process. The project covers engagement activities related to all stages of risk assessment, from pre-mandate to publication, including important new requirements of the Transparency Regulation, such as pre-submission advice, dossier intake, notification of studies and public consultations. In addition, the project will develop, in cooperation with member states and other EU agencies, sustainable outsourcing solutions. It will also provide evidence-based input to help shape the General Plan on Risk Communications.

   Customer relationship management centre: As part of the Relationship Management Project, EFSA will develop a fit-for-purpose Customer relationship management centre which will assist the management of contacts across the organisation. The project will build on the experience gained with the Article 36 project, and will harmonise and support the management and analysis of EFSA's relations with the European Institutions and Member States; Article 36 organisations([89]); international partners; EFSA experts; and other stakeholders, such as applicants, data providers and those participating in EFSA's events. The customer relationship management centre will also be interlinked, and leverage, customer information managed through several new platforms, enabling the

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

implementation of the Transparency Regulation, i.e. the Notification of Study, Pre-Submission advice, Public Consultation, Ask EFSA.

4. Organisational design

The Organisational Design project has the mandate to ensure that the organisational structure and competencies required for a smooth implementation of the Transparency Regulation are timely in place.

EXPERTISE MANAGEMENT PROGRAMME

With the view of enhancing and optimising EFSA processes, and complementing the deliverables described under SO3 (competencies, expertise and knowledge) the EMP will focus on three main outcomes: i) complete the work on delivering a declaration of interest solution for panel, working group and network members , as well as expanding the approach to EFSA staff ii) anticipate the deployment of the goals/performance/learning management system and iii) conclude the deployment of SYSPER, the EU HR management system for staff rights and obligations.

INFORMATION MANAGEMENT PROGRAMME

Business intelligence and knowledge exploitation project

The IMP has implemented business intelligence and knowledge exploitation (BIKE) solutions to support the monitoring of EFSA performance in support of the decision-making processes. This process has started in 2019 with the BIKE project where the processes for corporate annual monitoring and reporting processes as well as the process for annual planning have been digitalised and where automated and semi-automated reporting mechanisms have been implemented. The BIKE project in its second phase starting from 2021 will provide additional decision-making tools ensuring insight into and will extract knowledge from information stored in the different IT systems that support the corporate organisational processes: planning and monitoring, finance, HR, etc. The timing of the implementation of this second phase has still to be defined pending the highest priorities related to TR measures implementation and the new strategic objectives definition.

Record management project

Through its Information Management Programme (described in Section 2.2), EFSA will continue the improvement of efficient record and correspondence management in line with EU standards and by adopting in 2021 the EU solutions HERMES and ARES and by reducing the use and storage of paper records.

Table 19 SO5 - Expected impacts and outcomes of Operational Objective 2

Performance indicators		Baseline	Actual	Target by 2024 [90]			
			2020	2021	2022	2023	2024
Intermediary impact: Sound operational performance							
Proportion of KPIs in programming documents reaching target	*Intermediate impact*	71% (2017)	93%	80%	80%	80%	80%
	Outcome	100% (2017)	86%	90%	90%	90%	90%
	Activity/output	73.5% (2017)	64%	95%	95%	95%	95%
Clean discharge (by the European	*Discharge is granted*	Yes	Yes	Yes	Yes	Yes	Yes
	Accounts are closed	Yes	Yes	Yes	Yes	Yes	Yes

[90] In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2021, the 2021 targets are carried over to 2024; these will be reviewed in the context of the new EFSA Strategy 2027, informing a possible readjustment of the SOs, key performance indicators and targets.

Performance indicators		Baseline	Actual	Target by 2024 (90)			
			2020	2021	2022	2023	2024
Parliament) achieved	*Observations are followed up within the prescribed deadlines*	100%	100%	100%	100%	100%	100%
Intermediary Impact: Efficiency							
Improved ratio of effort (FTE) spent in operational versus support activities[91]		73.5/26.5 (2016)	76/24	N/A	N/A	N/A	N/A
Efficiency index in EFSA's activities	*For mature (92) processes: improved index (ratio of output and quality/satisfaction versus input)*	TBD	N/A (2019 result)	TBD	TBD	TBD	TBD
	Process maturity index (93): percentage of mature versus total processes	TBD	N/A (2019 result)	TBD	TBD	TBD	TBD
	Projects: improved index (delivery on budget, on time, in scope or better)	77% (2017)	76%	90%	90%	90%	90%
Outcome: Compliance (94)							
Compliance index (laws, regulations, decisions, standards, policies and procedures applicable to EFSA)	*Number of 'critical', 'significant' or 'very important' findings (European Court of Auditors, Internal Audit Service of the European Commission, audit adviser)*	4 (2016)	1	<5	<5	<5	<5
Outcome: Enabling work environment							
Innovative collaboration methods supported by world-class IT tools (95)	*Percentage of tele-meetings (experts and networks) in relation to total meetings (tele-meetings + physical meetings) (96)*	15% (2016)	91%[97]	N/A	N/A	N/A	N/A

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

(92) Mature processes are those that have been defined and fully characterised in the EPA (including with input/output relationships and clear efficiency targets/SLAs); mapping to be finalised by the end of 2018, measurement to start from 2019 onwards.

(93) Mapping to be finalised by the end of 2018, measurement to start from 2019 onwards.

(94) To be measured in the context of the new internal control framework monitoring criteria

(95) The sub-indicator 'Physical meetings (staff)' has been deleted.

(96) Update of the indicator: 'Ratio of physical meetings versus tele-meetings (experts and networks)'.

(97) Executed 2020 is almost 100% due to SARS-COV-2 related working arrangements, so this indicator is not strategic anymore and will be deleted.

Performance indicators		Baseline	Actual	Target by 2024 (90)			
			2020	2021	2022	2023	2024
	Ratio of internal to external email traffic (staff, experts, networks)	95%/5% (2017)	55/45 (2018)	N/A[98]	N/A	N/A	N/A
	Social collaboration platforms (number of active working groups of experts and active networks) (99)	N/A	148	TBD	TBD	TBD	TBD
Outcome: Capabilities							
Performance-based management maturity level		Between stages 2&3 (2017)	Between stages 3&4 (2019)	Between stages 3&4	Between stages 3&4	Between stages 3&4	Between stages 3&4
World-class IT maturity level (PEMM model) (100)		1.7 (2017)	2.4 (2019)	N/A(101)	N/A	N/A	N/A

(98) Indicator from pre-IT roadmap completion. To be replaced by digitalisation targets (percentage of processes digitalised (index provided by TS) and volume of open data, percentage (target 0) of redundant HPAC development/solutions.

(99) Pending decision later in 2019.

(100) It was decided to opt for the PEMM instead of the COBIT model as it is the most appropriate for EFSA and as it could possibly be applied to other processes.

(101) PEMM is an industry standard to be applied to EFSA overall process maturity and not only to the two IT development processes and the 2 IT service delivery processes

2. Human and Financial resources - outlook for 2021-2024

2.1. Overview of the past and current situation

In the context of the EU's Multiannual Financial Framework (MFF) for 2014-2020 EFSA has been considered a 'cruising speed' agency thus entailing a total reduction from 2012 to 2018 of 10 % of establishment plan posts, i.e. from 355 in 2012 to 319 in 2018. Under this MFF a limited increase of budget was envisaged for years 2019 and 2020 and no statutory staff posts increase.

In year 2020, with the adoption of the Transparency Regulation, EFSA's budget and establishment plan reflected the allocation of additional human and financial resources. In particular, EUR 25.6 million additional budget (including EFTA contribution) and 42 additional posts (34 temporary agents and 8 contract agents) were allocated to EFSA on top of the MFF 2014-2020 provision of EUR 82.4 million and the assigned statutory staff posts (320 temporary agents and 131 contract agents).

The assignment of 4 CAs to ECHA's establishment plan (an adaptation of IUCLID system for EFSA use) reduced this allocation to 38 staff.

EFSA has been suffering from limited staff which has challenged its ability to deliver, particularly when faced with (i) increased workload, (ii) more complex work and (iii) a need for greater transparency and engagement with society. Moreover, in 2020 EFSA faced additional challenges, linked to the additional costs incurred in for preparing for the implementation of the TR, and with the disruption caused by SARS-COV-2 pandemic.

(i) Increased workload

Particularly, the increased workload was linked to the following situations:

- Large batches of work, even if predictable, in particular areas, such as in the area of pesticides, food additives re-evaluation and food enzymes ([102]) — leading in some cases to backlogs or deadline renegotiations and change approaches, such as in the area of plant health (categorisation of plant pests). The latter started in 2014 and continues in the 2017-2020 period with a considerably higher number of assessments.
- Arrival of several new tasks in 2017 and up to 2020 in the areas of regulated products, plant health and data collection:
    - Plant health. A particular focus remains on pest categorisation and the prevention of introduction and outbreak of new plant pests. Intensive work related to horizon scanning and surveillance support for Member States also remains. The mandate to work on high-risk plants evaluations of third parties' dossiers will continue to be a significant part of the PLH Plant health work until 2022.
    - Animal welfare: New advice on animal welfare to support an update to the animal welfare legislation. The five mandates request opinions on the welfare of poultry (laying hens and chickens reared for meat), pigs and calves as well as the welfare of all farmed animals during transport are expected to be finalised by June 2023.
    - Pesticides. New criteria to be applied to the requests regarding the approval of active substances and the assessment of endocrine active substances under Regulation (EC) No 1107/2009. The new criteria have an impact in terms of increased FTEs effort for the already existing routine regulatory assessment.
    - Novel foods. Additional tasks introduced by the new Regulation — i.e. a centralised assessment by EFSA as from 1 January 2018 and a fast-track procedure for traditional foods from non-EU countries — impose strict deadlines on EFSA.

[102] To address these, in 2015 EFSA requested additional resources and was provided with 10 short-term CAs, which became fully available only at the end of 2016, highlighting the importance of preparedness in enabling a timely response.

(ii) More complex work

In addition, producing scientific advice is becoming more complex, i.e. in terms of the questions received, the data and information to be processed, the methodological rigour to be applied and the multidisciplinary and/or novelty of the issues to be addressed. Expectations regarding the sophistication and quality of EFSA's RAs steadily rose over the past years, such as the need to quantify uncertainties and apply 'best-practice' guidance and methodologies[103].

(iii) Increase transparency and engagement.

Finally, EFSA has been investing significant efforts in increased transparency and stakeholder engagement, aiming to increase trust in its scientific assessments and maximise access to available evidence and expertise. This includes both 'reactive' activities, covering for example the increase in the number of requests for public access to documents, and 'proactive' activities, such as the increase in the number of consultations throughout the RA process. In this area of activities aiming to implement strategic objectives synergise a lot with TR measures thus allowing for resource savings compared with previous years planning.

Measures to increase internal resource capacity

To counterbalance the increase of demand in resources and the reduction by 10% of the number of posts between 2013-2018, EFSA has put in place several measures.

In particular, EFSA implemented actions generating an extra 10-15 % capacity in 5 years following multiple routes (48 FTEs savings have been generated between 2013 and 2020):

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

In 2020 additional efficiencies estimated at 6.5 FTEs have been generated by the centralisation of missions support (5 FTEs), the deployment of centralised corporate planning and reporting solutions (0.5 FTE) and the deployment of the NWOW project (1 FTE).

EFSA also improved its occupancy-rate (from 93.8 % in 2014 to 97.6 % in 2019) improving the recruitment process and optimising the use of interim resources for covering long-term absences.

As the capacity improvements were not able, already in previous years, to counterbalance the increase in demand, EFSA received in 2019 an additional EUR°0.22 million and six (6) contract

[103] A concrete example of the increased complexity of RAs concerns GMOs, particularly the requirements deriving from Commission Implementing Regulation (EU) No 503/2013, which include the need to evaluate all hypothetically possible sub-combinations of multiple-stack events, the need to evaluate whole genome sequencing raw data and the requirement for applicants to submit any data in their possession, which leads to increased spontaneous dossier updates.
An additional example can be found in the area of pesticides and the renewal of the approval of active substances (Annex I renewal — AIR III and AIR IV). According to Commission Regulation (EU) No 283/2013 the data requirements for pesticides have been updated, and as a consequence all the weights of evidence in the renewals have to be updated, increasing the complexity of the renewal assessments.
An additional example of the increased complexity of RAs concerns the production of the rapid outbreak assessments for food-borne outbreaks produced jointly with ECDC. In previous years (up to mid-2016), EFSA was requested to contribute to the joint rapid outbreak assessments only by providing information from the zoonoses database as background information for the assessment. Since the end of 2016, EFSA has been contributing to these joint assessments by providing an in-depth analysis of food data shared by Member States in the Rapid Alert System for Food and Feed, including the robustness of the link to the suspected food source, based on epidemiological and analytical data. The activity increased even more in terms of workload and complexity due to the development and wide use of WGS methodologies that support/increase the early identification of outbreaks that previously remained undetected (classified as sporadic human cases).

agent (CA) posts to address the increased workload in the area of novel food applications and plant health high-risk commodities applications[104].

Nonetheless, demand and availability remained unbalanced, including in 2020, with a resource shortfall initially estimated at around 23 FTEs[105].

SARS-COV-2

The resource gap for the year 2020 will be higher than initially estimated mainly because of the SARS-COV-2 crisis and of the effort for preparing for TR mandatory measures as of March 2021.

Concerning the SARS-COV-2 crisis, EFSA has estimated that the crisis has caused a 5% reduction(106) of the workforce during the year 2020 and that the change in the ways of working (exclusively remotely), together with external causes (e.g. contractors delivery delays, applicants missing data provision delays, etc.) has caused a global 6% internal inefficiency(107).

Increased cost for TR preparation

For what refers to the preparatory work for the implementation of the TR measures, in particular the ones to be run from March 2021, the effort in the year 2020 has demonstrated to be higher than the additional human resources assigned to EFSA in the same year. In particular the development projects (including FSCAP, Iuclid, Appian[108], Process re-design, etc.) have absorbed around 55 FTEs. In parallel, extra effort was necessary in the areas of talent selection, procurement, engagement and communication estimated for the year 2020 at around 12 FTEs[109].

The gap in human resources for the year 2020 is therefore estimated at around 71 FTEs (see table 23).

2.2. Outlook for the years 2021 – 2023

2.2.a New tasks

In connection with the new tasks assigned by the TR, the new draft MFF 2021-2027 envisages a progressive increase in years 2021 and 2022 of the EFSA's budget envelope (EUR 44.8 million and EUR 64.0 million respectively including the estimated EFTA contribution).

Similarly, it is envisaged an increase of statutory staff in the same years: additional 33 posts in the year 2021 (26 temporary agents and 7 contract agents) and 31 posts in 2022 (25 temporary agents and 6 contract agents).

For the year 2021 in particular, and in a lower magnitude also in the following years, the updated estimation of the human resource needs for both developing the solutions (updated processes and work instructions, new IT tools, recruitment of necessary competencies, updated organisation and governance) and then running the new tasks assigned is higher than the amount of additional human resources EFSA will get.

The following table shows the breakdown of the resources demand by TR measure, for the years 2021-2024, according to the updated estimations. This is compared to the initial estimations

(104) The request to the budgetary authority was for an increase of EUR 2.5 million and 25 FTEs for year 2019 and the following years.

(105) Variations in occupancy rate will have an overall net neutral effect with regard to the overall resource gap (operations budget availability versus resource availability will be reciprocally affected).

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

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

(108) Case management solutions are applications designed to support a complex process that requires a combination of human tasks and electronic workflow, such as an incoming application, a submitted claim, a complaint, or a claim that is moving to litigation. These solutions support the workflow, management collaboration, decisioning, and processing of digital information or cases.

(109) 2 FTEs for talent selection, 3 FTEs for procurement support services, 2 FTEs for legal services support, 3 FTEs for Stakeholder engagement and MS cooperation activities and 2 FTEs for communication and social science activities

captured in the draft MFF 2021-2027. The resource needs are now based on a clearer design of the processes for implementing the requirements and on a conceptual understanding of the features that the IT solution will provide. These estimations are however still based on a number of assumptions (for example the amount of confidentiality claims that will have to be handled) and subject to a further reality check.

Table 20. Resources demand by TR measure, for years 2021-2024

TR MEASURE	FTEs DEMAND UPDATED EFSA ESTIMATIONS				Resources provided to EFSA in the draft MFF 2021-27		
					FTEs		Budget €/million
	Y2021	Y2022	Y2023	Y2024	Y2021	Y2022 and following years	Y2022 and following years
Obj.1 - Improve and clarify the rules on transparency, especially with regard to the scientific studies supporting the risk assessment		77.0	77.0	75.4			
Register of commissioned studies	Covered under development of solutions						0.40
IT support for data disclosure	Covered under development of solutions						2.40
Iuclid solution	4.5						
Services to applicants	1.4						
Data standardisation and data management	3.0						
Confidentiality checks - dossiers sanitisation and appeals	10.8				23.5	33.6	4.30
Obj. 2 - Increase the guarantees of reliability, objectivity and independence of studies used by EFSA in its risk assessment for authorisation purposes							
Register of commissioned studies	3.8				1.4	2.0	0.30
Pre-submission meetings upon request of the Applicant for new applications	12.9				4.3	6.2	0.80
Pre-submission meetings for all authorisation renewal with public consultation	0.0				3.0	4.3	0.60
Public consultation on all dossiers	4.4				5.9	8.5	1.10
Laboratory-related audit	2.0				1.4	2.0	0.30
Verification studies	6.2				4.2	6.0	15.80
Obj. 3 - Improve the governance, strengthen the involvement of Member States and address the limitations affecting the long-term scientific capacity of EFSA							
New composition of the MB					0.1	0.2	0.10
New structure of the panels							0.60

TR MEASURE	FTEs DEMAND UPDATED EFSA ESTIMATIONS				Resources provided to EFSA in the draft MFF 2021-27		
					FTEs		Budget €/million
	Y2021	Y2022	Y2023	Y2024	Y2021	Y2022 and following years	Y2022 and following years
New indemnity regime experts							10.00
Capacity building	Covered under development of solutions	34.7	40.7	24.3	17.0	24.3	16.50
Preparatory work sharing with MSs (Legal and procurement support)	6.3						
Insourcing routine work (support to recruitment and to IT run)	6.6						
Development of partnerships with Art 36 Organisations for outsourcing EFSA processes	12.0						
Obj. 4 - Develop a more effective and transparent risk communication with the public in collaboration with Member States							
Stakeholders engagement in RA process	4.4	19.3	19.3	19.3	13.6	19.3	9.50
Strengthen analysis of social science survey analysis	9.0						
Strengthen advocacy: targeted messages, narrative, translations, etc.							
TOTAL TR RUN	**86.6**	**131.0**	**137.0**	**119.0**	**74.4**	**106.4**	**62.50**
Development of solutions: processes re-design and automation and organisation and governance re-shape (ART Programme)	46.7	25.0	10.0	10.0			
TOTAL	**134.0**	**156.0**	**147.0**	**129.0**	**74.4**	**106.4**	**62.50**

In addition, also part of TR, the investment for implementing partnerships with MS to make EFSA's operating model sustainable in the long run is demonstrating to be quite significant.

Net of these two main elements the updated estimation for running the TR measures in a stable situation (from the year 2024 onwards) seems to be close[110] to the initial estimations incorporated in the draft MFF 2021-27.

2.2.b Growth of existing tasks

On top of the increased workload already registered in previous years, additional factors are impacting the human resource demand for the year 2021.

While in many scientific sectors the volume of work is expected to be in line with current years, there are sectors in which the pressure on the EFSA production capacity is very high both for

(110) in fact 10% - or 10 ftes – higher than initial plan based on current estimation

the amount of accumulated pending work (in some cases also overdue) and for new mandates expected to be received.

The main areas and items generating capacity pressures together with the estimation of their impact in terms of FTEs for the year 2021 are summarised in the following table.

Table 21. Capacity pressures and estimation of their impact in terms of FTEs in the year 2021

Additional workload	Area	Explanation	FTEs
Backlog	FEED	The necessary capacity to eliminate, in 3 years - the current backlog of overdue dossiers in the area of Feed is estimated to be around 3 FTEs per year.	3.0
	FIP - Enzymes	The necessary capacity to eliminate, in 3 years - the current stock of dossiers in the area of Enzymes is estimated to be around 4.5 FTEs per year	4.5
	PRES – MRLs	Art 12 MRLs currently blocked	5.8
New mandates	FIP - Food Additives	Iron Oxide Sulfur Dioxide	1.8
	FIP – Food Contact Materials	Active and Intelligent Substances Epoxy Silanes Drinking Water Directive	1.8
		Phthalates part 1 Styrene	3.5
	NUTRI – Nutrient profiles and upper levels	New mandates on nutrient profiles and upper levels mandates	1.0
	NUTRI – Processing Aids	Processing Aids	0.6
	ALPHA – Plant Health	New Pest categorisation mandates (step1)	1.0
		New Pest risk assessment (step2)	1.0
	ALPHA – Animal welfare	Farm2fork mandates	8.4
Higher than expected volumes	NUTRI – Novel Foods	Higher EC estimates than EFSA's:+10 dossier Novel Foods, +5 dossiers Traditional Foods and + 4 art 6	4.0
	PREV – basic substances	Higher EC estimates than EFSA's: +6 basic substances dossiers	0.5
	PREV – confirmatory data	Higher EC estimates than EFSA's: +5 confirmatory data dossiers	1.0
	PREV – new active substances	Higher EC estimates than EFSA's: +42 new active substances mandates	4.0
	PREV	Higher EC estimates than EFSA's: +30 active substances renewals dossiers	10.0
New guidance / guidance update	FIP - Flavourings	Guidance on new flavourings including re-evaluation of the exposure in young children	1.3
	FIP - Food Additives	New guidance on Food Additives	1.0
		New guidance on Recycling Processes	2.0
	FIP – FCM	Update guidance on Food contact material	0.6
		Update guidance on Active and Intelligent Substances	0.6
		Update guidance on decontamination processes	0.3
	GMO	Update guidance on risk assessment of Genetically modified microorganisms to ensure cross-sectorial harmonization	0.5

Additional workload	Area	Explanation	FTEs
	NUTRI	Guidance for development of tolerable upper intake levels for vitamins and minerals	1.0
		Update Guidance claims: appetite ratings, weight management and blood glucose concentrations	0.5
		Update Guidance claims: bone, joints, skin and oral health	0.5
		Update Guidance claims: functions of the nervous system, including psychological functions	0.5
		Update Guidance on novel foods	1.0
	PRES – MRLs	Further harmonisation of methodologies across Agencies/internationally	0.5
	PREV – Pesticides active substances	Non-target terrestrial plants Soil organisms Aquatic organisms Amphibians & reptiles Non-dietary exposure	2.0
Backlog and bulk evaluation preparedness investment	FEED	Botanical preparations containing substances that are genotoxic carcinogens. Safety for the user and consumer Exposure to feed additive residues Hygiene conditions enhancers	2.3
	FIP - Flavourings	Evaluation of the use of flavourings in IYC between 3 to 6 years	0.6
	FIP – Food additives	Monitoring of food additives and flavouring	0.8
	FIP – FCM	Follow up on the prioritisation exercise for FCMs without SML for medium and low priority substances	0.6
	GMO	New genomic techniques	1.0
		Development of data standards and automatic validation rules for structured data submission on the remit of GMO applications	0.5
		EU Feed consumption database	0.2
	PRES – MRLs	RA models to be adapted to precision agriculture	0.5
	PREV – Pesticides active substances	Cumulative RA for non-dietary exposure Emergency authorisations assessment Biodiversity Data gaps for Bee RA (including wild pollinators) Endocrine disruptors: high tier level studies, ad hoc protocol studies	3.0
Total direct effort			**73.7**

More complex work

The trend towards an increased complexity in producing scientific advice is expected to continue (see the previous paragraph) and contributes to increasing the demand for resources.

2.3. Strategy for achieving efficiency gains

The increased capacity, apart from the 42 FTEs increase in the year 2020 linked to TR, resulted from the implementation of actions aiming at efficiency gains by generating an extra 10-15 % capacity in 5 years.

The efficiency gains together with an improved occupancy-rate (from 93.8 % in 2014 to 97.6 % in 2019), obtained by improving the recruitment process and by optimising the use of interim resources for covering long-term absences more than compensated the reduction in the

establishment plan that in 2020 as per the MFF resulted in a reduction in EFSA's temporary-agent workforce by 36 posts compared to 2013.

The capacity generated via efficiency initiatives is further detailed below.

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

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

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

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

In the logic of maximising the synergies in the EC context, EFSA has adopted solutions that were already (partially) implemented in the EC parent DG (FSCAP solution for processing and validating new regulated products dossiers) or in other agencies (ECHA Iuclid solution for handling all dossier information related to chemicals).

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

In the context of its core business, EFSA doesn't foresee any downsizing or discontinuation of activities currently mandated. On the contrary, the historical trend shows how the mandate of EFSA is continuously enlarging both in terms of scope and of volumes.

The activities related to scientific evolution and preparedness have normally been identified as the lower priority in case of resource conflicts but also this area of investment is necessary to maintain EFSA relevant and effective in executing its core business. These re-prioritisations and resource deployments are dealt with on a rolling basis.

Approaching the re-definition of the strategic objectives for year 2027 it will be possible to consider whether there will be the necessity to reduce ambitions, to the extent possible, to free resources for the core business. That solution would be a forced situation in the case the flexibility for the additional number of contract agents is not possible.

Table 22. Sources of human resource capacity increase (FTEs) ([111]) (numbers in each column represent the cumulative increase/decrease up to that year).

Source	Programme	Project	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Efficiency gains ([112])	**IMP**	*EFSA Journal* outsourcing	0.0	1.0	1.0	8.8	8.8	8.8	8.8	8.8	8.8	8.8
		EFSA website update (AGORA)	0.0	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
		Records and correspondence management	0.0	0.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
		Scientific data warehouse (SDWH)	1.3	1.3	1.5	1.8	2.1	2.1	2.1	2.1	2.1	2.1
		NWOW (ART) and digital collaboration ([113])	0.0	0.0	0.0	0.0	1.0	2.0	2.0	2.0	2	2
		BIKE	0.0	0.0	0.0	0.0	0.0	1.3	1.3	1.3	1.3	1.3
		Total IMP	**1.3**	**3.8**	**4.5**	**12.6**	**13.9**	**16.2**	**16.2**	**16.2**	**16.2**	**16.2**
	STEP 2018	**STEP 2018 and paperless workflow**	**14.0**	**17.0**	**19.0**	**19.0**	**19.0**	**19.0**	**19.0**	**19.0**	**19**	**19**
	EMP	Mission centralisation and travel outsourcing[114]	0.0	0.0	0.0	4.0	4.0	9.0	9.0	9.0	9	9
		Obligations and rights management (Sysper)[115]	0.0	0.0	0.0	0.0	2.0	2.0	2.0	2.0	2	2
		Talent management[116]	0.0	0.0	0.0	0.0	3.0	3.0	3.0	3.0	3	3
		Total EMP	**0.0**	**0.0**	**0.0**	**4.0**	**9.0**	**14.0**	**14.0**	**14.0**	**14**	**14**
	ART programme	**TBD[117]**	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**	**0.0**	7.8	25.7
		Total ART	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**	**0.0**	**7.8**	**25.7**
Efficiency gains total			**15.3**	**20.8**	**23.5**	**35.6**	**41.9**	**48.4**	**48.4**	**49.2**	**57**	**74.9**

(111) The list includes key efficiency initiatives targeted through specific projects and that aim at the generation of 'free capacity' that could be used elsewhere, therefore it is not fully comprehensive (e.g. it does not include incremental efficiencies via process streamlining or shared services and synergies with Member States and EU institutions expected to yield 'shared' benefits in the medium to long term). Figures indicating efficiency gains are to be considered as cumulative, for example. 'Mission centralisation and travel outsourcing' will produce efficiency gains of 4 FTEs in 2018, which will become 6.5 in 2019 and be carried over to 2020 and 2021. This is a 'living' table, to be updated as a result of the actual implementation of the projects over the years.

(112) Efficiency initiatives often have financial benefits in addition to or instead of FTE efficiencies. These financial savings are beneficial to EFSA human resource capacity by releasing the financial constraints that may limit the achievement of higher occupancy rates.

(113) New efficiency initiatives (e.g. NWOW, digital collaboration, BIKE) starting in 2019, and FTE savings are at the heart of the business case.

(114) Project closed and overachieved with redeployment of 2 additional FTE

(115) Delay of one year in the project with Go-live postponed by the EC

(116) Delay of one year with the late onboarding of a competency manager

(117) Savings from the ART programme is an objective for the programme and have been calculated as an average year-on-year 3% efficiency improvement at EFSA level (all processes) starting from mid-year 2023.

2.4. Negative priorities/decrease of existing tasks

In this context EFSA will continue prioritising its core activities, i.e., responding to requests from its customers, while safeguarding the minimum investment necessary for continuous improvement and development initiatives to ensure, in line with EFSA strategy, that it remains relevant and prepared in the medium to long term. Moreover, EFSA is aware that the level of ambition for preparedness and change under the new strategic cycle 2022-2027, will also be influenced by fluctuations in the available capacities over the years, as a result of changing demand and other external factors.

In this situation, also due to the complex transitionary period EFSA is forecasting for the year 2021 and 2022 in the implementation of TR, it is considered that there will be less margin to absorb risk/workload throughout the year and, not all of the increased workload items indicated in table 21 above, will be able to be addressed. The reduced target has been integrated into the annual work programme 2021 based on:

- the consideration of FTEs capacity EFSA expects to have next year in each area of work and on the available competency mix in the short term;
- EFSA's adjusted forecast on the mandates/dossiers that will be received based on trends and past experience.

The situation will be closely monitored, and any further re-prioritisations will be agreed with DG SANTE in the course of the year.

A similar approach was implemented in the past years, when inherent resource gaps were generated due to business-as-usual volume fluctuations: in this situation, de-prioritisation in the course of the year normally generated lower performance as per full customer expectations.

Net of the de-prioritisation indicated above gap of resources remains at a level – around 15 FTEs (representing the 2% of the total capacity including external resources) – that remains critical particularly in a context that could further deteriorate due to the SARS-COV-2 crisis. This residual gap may generate under-performance compared to the targets that have been set.

According to the current forecast also in the years 2022-2024 EFSA will have to apply negative priorities to the work programme. These negative priorities will also impact scientific operating processes in order to balance i) the extra demand linked to the implementation of the TR measures, ii) the investment necessary to build partnership relationships with Art. 36 organisation for ensuring long term operational sustainability and iii) the investment in scientific development that is necessary to maintain EFSA relevant and prepared for risk assessment needs while ensuring methodological rigour, and for which significant financial resources have been assigned according to draft MFF 2021-2027 (i.e. verification studies).

2.5. Resource programming for the years 2021-2024

2.5.a *Actions to counterbalance the increase of resource demand*

EFSA, as in past years, is trying hard to augment its capacities.

- Actions for generating efficiencies are on-going, mainly embedded in the activities of transformation of EFSA processes for TR, that are expected to generate a 3% efficiency gain year on year (corresponding to 50 FTEs in three years). This should materialize, once in a stable situation, starting from the year 2023, while no significant efficiencies are considered to be possible during the transformation period in 2021 and 2022.
- The building of partnerships and collaborations with MSs and art. 36 organisation is the way forward for ensuring the long term sustainability of EFSA's operations from which EFSA aims to obtain a stable extra capacity of at least 50 FTEs. Significant efforts are however needed, on one hand, to redesign EFSA's operating processes to embed partnerships and, on the other hand, to invest in engaging with MS to co-engineer the long term structured collaborations on specific processes and/or tasks.
- In the meanwhile, EFSA will be exploring ways of enlarging its capacity via alternative sourcing means.
    - Increasing the number of interims, as a temporary solution, to the maximum level manageable within the current organisational structure, that is around 50 FTEs.
    - Involving consultants to support development activities and support project management and change management.
    - Sourcing of more expertise from Art. 36 Organisation (Tasking grants, ISA) even if not as efficient as long terms partnerships. Several calls for Tasking Grants and ISA have been launched and a special task force has been set for identifying the right competencies in EU for supporting in the very short term the EFSA process that are now suffering the most in terms of capacity gap; from this extra effort, EFSA considers to obtain around 20 FTEs in year 2022.

The combination of these measures generated an extra-capacity of around 26 FTEs in 2020 and is expected to generate further additional 30 FTEs in 2021, bringing the share of outsourced capacity to around 20% of the total (or 120 FTEs out of 644).

Notwithstanding the effort to expand the resource capacity, for years 2021-2023 the resource gap is expected to be significant.

From the year 2024 the gap is expected to be recovered thanks to the efficiencies that the new processes will generate and to the establishment of long-term collaborations with Art. 36 organisations for supporting operating processes.

Table 23. Estimated demand – capacity balance.

ESTIMATED DEMAND – CAPACITY BALANCE	2020	2021	2022	2023	2024
INCREASE OF DEMAND (baseline 2012)	**109.0**	**236.5**	**243.4**	**232.3**	**213.7**
Increased general scientific complexity	**24.0**	**28.8**	**34.0**	**39.4**	**44.8**
Increased workload total	**30.0**	**73.7**	**53.5**	**45.9**	**39.9**
TR measures implementation and run	**55.0**	**133.3**	**156.0**	**147.0**	**129.0**
INCREASE OF CAPACITY (baseline 2012)	**38.1**	**153.9**	**189.2**	**213.7**	**225.3**
Efficiency gains	**48.4**	**48.4**	**49.2**	**57.8**	**74.9**
Post reduction net occupancy rate increase	**-20.0**	**-20.0**	**-20.0**	**-20.0**	**-20.0**
Additional CA posts	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**
New TR FTEs	**20.0**	**54.5**	**86.5**	**102.0**	**102.0**
Increased external sourcing	**34.0**	**64.0**	**66.5**	**67.0**	**61.5**
SARS-COV-2 efficiency impacts	**-51.4**				
DEMAND-CAPACITY BALANCE	**-71.0**	**-82.6**	**-54.2**	**-18.5**	**+11.7**

The figures above do not factor in the risk of productivity loss as a result of a continuation of the SARS-COV-2 pandemic (which could further aggravate the resource gap).

2.5.b *Request for additional human resources for a limited period of time*

In this context EFSA is requesting to apply elements of flexibility in the use of the assigned budget. In particular, to accommodate in its budget envelope (as included in the draft MFF 2021-27) an increased number of 30 Contract Agents for a period of five years (from the year 2022 to the year 2026).

Table 24. Cumulative demand-capacity balance

CUMULATIVE DEMAND-CAPACITY BALANCE	2021	2022	2023	2024	2025	2026
INITIAL DEMAND-CAPACITY BALANCE	-82.6	-54.2	-18.5	+11.7	+23.3	+26.5
INITIAL CUMULATIVE DEMAND-CAPACITY BALANCE	-82.6	-136.8	-155.3	-143.6	-120.3	-93.8
Additional CAs		**30**	**30**	**30**	**30**	**30**
UPDATED DEMAND-CAPACITY BALANCE	-82.6	-24.2	+11.5	+41.7	+53.3	+56.5
UPDATED CUMULATIVE DEMAND-CAPACITY BALANCE	-82.6	-106.8	-95.3	-53.6	-0.3	+56.2

This extra capacity of 30 CAs would allow dealing with the activities set aside as negative priorities, to limit the generation of a further backlog in critical areas and to allow for a buffer as of 2025 that could cover possible new requests that may arise in the meantime[118].

Indeed, while it is clear that partnerships with Art. 36 organisations are a major building block for EFSA's long term operational sustainability, it is also evident that EFSA has been and is currently facing a relevant gap in statutory staff compared to the volumes of work and the incoming demand.

The requested flexibility in the use of CAs would support the transition to a new operating model with higher involvement of Member States partner organisations.

In this scenario, EFSA would be able to completely recover from the demand-capacity gaps within 5 years.

(118) With this scenario, the recovery period is kept rather short, while addressing issues such as candidate attractiveness, recruitment and onboarding cost, and the productivity of new staff, which were considered detrimental in scenarios of shorter duration with more CAs (e.g. 50 CAs over 3 years).

Table 25. Resource demand and Capacity evolution

Resource Demand And Capacity Evolution		2020	2021	2022	2023	2024
INCREASE OF THE DEMAND						
Increased general scientific complexity		24.0	28.8	34.0	39.4	44.8
Increased workload total		30.0	73.7	53.5	45.9	39.9
TR measures development and run	New processes run and ramp up to full speed		39.8	60.0	60.0	60.0
	Impacts on business as usual (include temporary inefficiencies and SPIDO-verification studies)		35.5	53.0	53.0	53.0
	Development of new processes	55.0	46.7	25.0	10.0	10.0
	Partnerships development		12.0	18.0	24.0	6.0
TR measures implementation and run		55.0	134.0	156.0	147.0	129.0
Total extra demand to be covered		**109.0**	**236.5**	**243.4**	**232.3**	**213.7**
INCREASE OF INTERNAL CAPACITY (INTERNAL EXTERNAL)						
	Efficiency gains total	49.7	49.7	49.7	58.3	75.4
	Increased occupancy-rate impact	16.0	16.0	16.0	16.0	16.0
	Post reductions	-36.0	-36.0	-36.0	-36.0	-36.0
	Additional CA posts authorised by the Commission for novel foods and high-risk commodities	6.0	6.0	6.0	6.0	6.0
	Additional temporary agent (TA) post for the EU Agencies Network (coordination)	1.0	1.0	1.0	1.0	1.0
	Additional resources for implementing and running TR measures (net of posts assigned to ECHA)	20.0	54.5	86.5	102.0	102.0
	INCREASED INTERIMS	30.0	50.0	40.0	28.0	10.0
	INCREASED OUTSOURCING TG/ISA	4.0	14.0	26.5	39.0	51.5
	SARS-COV-2 impact on capacity	-23.4				
	SARS-COV-2 impact on efficiency	-28.0				
Total generated capacity		**39.4**	**155.2**	**189.7**	**214.3**	**225.9**
CAPACITY GAP						
Yearly gap		**69.7**	**-81.3**	**-53.7**	**-18.0**	**+12.2**
Cumulative gap			-81.3	-135.0	-153.0	-140.8
Additional CAs				**30.0**	**30.0**	**30.0**
Yearly gap after CA increase			**-81.3**	**-23.7**	**+12.0**	**+42.2**
Cumulative gap after CA increase			-81.7	-105.0	-93.0	-50.8

The allocation of resources (share over total) to EFSA's SOs and underlying activities (processes and projects), including the TR budget envelope, is summarised below. This evolution is forecasted under the assumption that the EFSA's funding for the period 2021-2027 is in line with the current draft MFF and is pending the impact of the detailed strategy 2022-2027 definition and implementation plan that are currently under development (finalisation planned by June 2022).

- Overall priority to source activities addressing customers' requests and implementing TR measures synergising with the investments aiming at modernising EFSA (i.e. organisational development projects and self-task activities), to support strategy implementation towards preparedness and ensuring that EFSA remains a relevant global RA player (throughout all EFSA SOs, SO1-SO5).
- In the area of General Risk Assessment (SO1) financial and human resources are planned to increase in the year 2021 and 2022 for the centralisation of methodological and statistical support in parallel with the increase of outsourced services (statistical and methodological support, Zoonosis summary report and Plant Health tasking grants), for the improvements in data management and harmonisations linked to TR and for the impact of the mandates in the area of Animal welfare linked to Farm2fork strategy. Also the update of the indemnity regime for experts is expected to have a financial impact in particular in the years 2021 and 2022. Allocation of human and financial resources to this work area is expected to remain stable in the following years.
- In the area of Regulated Products (SO1) financial and human resources are expected to increase significantly in each year of the period under analysis. Human resources are expected to support the implementation of TR measures (pre-submission meetings, public consultations, register of studies, confidentiality screening and dossier sanitisation), to cover for new mandates received particularly in the area of FIP and Nutri and to progressively recover from the cumulated backlogs in all areas. The increased budget allocation covers for the human resources costs and the progressively increase outsourcing of operations to Art. 36 organisations. Also the update of the indemnity regime for experts is expected to have a financial impact in particular in the years 2021 and 2022.
- In the area of Communication (SO1) financial and human resources are planned to increase significantly in the year 2021 and to remain relatively stable in the following years. The year 2021 increase is mainly linked to the deployment of the social science roadmap, the implementation of the dissemination portal, the start-up of the new EFSA Journal and the increased volumes of activities for content development.
- Resources allocated to evidence management (SO2) are expected to increase in absolute terms but maintaining a stable share of the EFSA resources. The increase is planned for covering improved data management and data harmonisation, in connection with TR, and the further deployment of the data roadmap strategy aiming at implementing data openness and interoperability.
- In the area of expertise management and cooperation (SO3) it is envisaged , in year 2021, to increase the investment for extending the role of Focal Points that, then, is planned to remain relatively stable. The financial impact of this extension for the year 2021 it is expected to occur at the beginning of year 2022 thus explaining the peak of budget planned for this year.
- Progressive very significant increase of financial resources allocated to preparedness and methodological development (SO4) mainly for the implementation of TR measures such as studies concerning new scientific developments becoming available. The decreased amount of human resources in the years 2023-2024 is reflecting the fact that strategy 2027 ambitions are not yet fully defined for this area of work in which strategy development activities (projects) are very much predominant compared to business as usual activities (processes).
- Stability of the investment in SO5 in absolute terms – decrease in percentage (both FTEs and budget). The incidence of the expenditure, under Title II and Title III expenditure is expected to decrease once the investment for infrastructure modernisation (mainly

digital as well as physical) is completed and stats delivering efficiencies also supporting the long-term sustainability of the EFSA business model.

2.5.c Financial resources

Figure 1 shows the (forecast) distribution of financial resources by SO in 2020-2024, assuming that EFSA's post-2021 strategy will maintain the same structure.

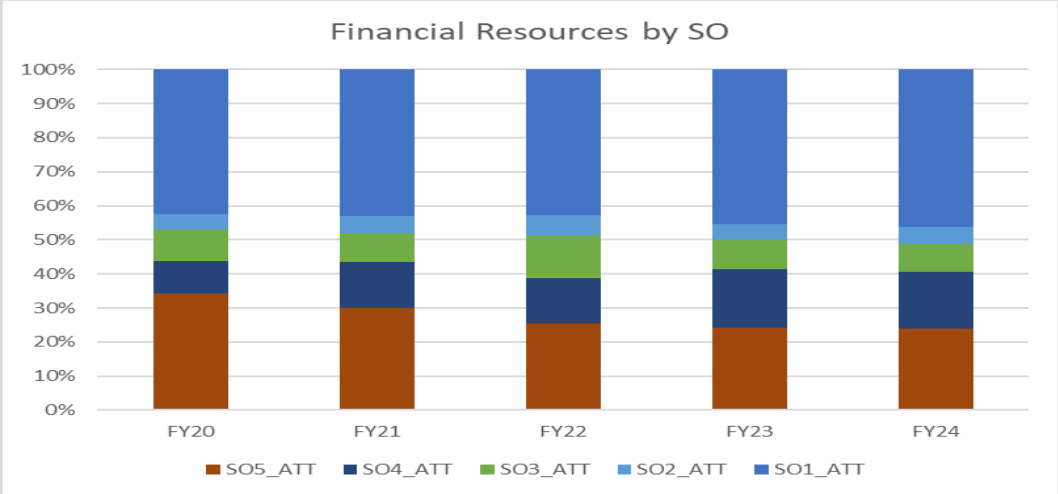

Figure 1. Financial resources by SO in 2019-2023, including the impact of the review of Regulation (EC) No 178/2002.

2.5.d Human Resources

Figure 2 shows the (forecast) allocation of human resources by SO in the 2020-2024 period.

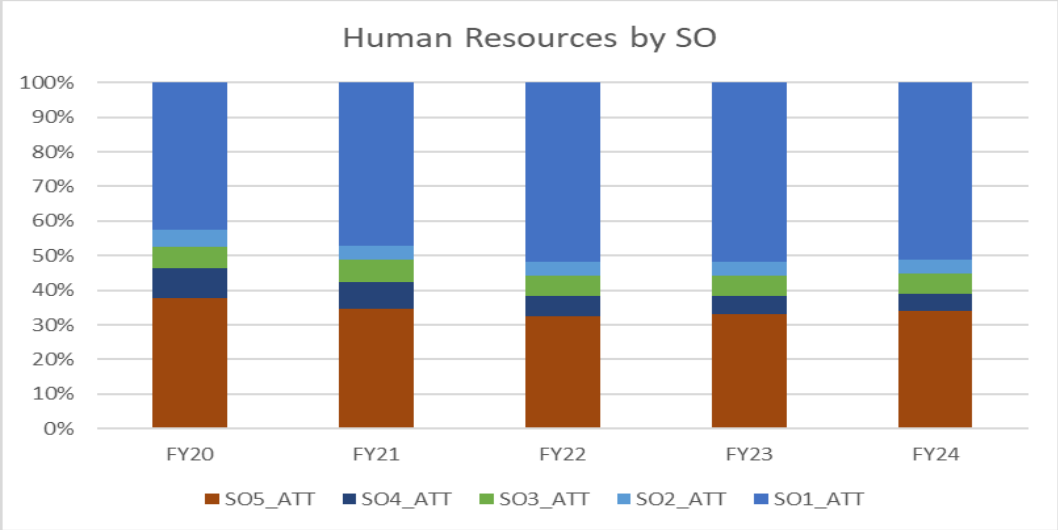

Figure 2. Human resources by SO in the 2019-2023 period, including the impact of the review of Regulation (EC) No 178/2002.

Table 26. Human resources overview.

Human resources	2019 Budget	2020 Budget	2021 Budget	2022 Draft budget request	2023 Draft budget request	2024 Draft budget request
Establishment plan posts: AD[119]	220	255	284	312	315	315
Establishment plan posts: AST	100	99	96	93	90	90
Total establishment plan posts	**320**	**354**	**380**	**405**	**405**	**405**
CAs[120]	131	139	146	182	182	182
Seconded National Experts[121]	16	16	16	16	16	16
Total including Transparency Regulation	**467**	**509**	**542**	**603**	**603**	**603**

(119) Accumulating increase in establishment plan capacity due to Transparency Regulation: +29 ADs and +5 ASTs in 2020; +55 ADs and +5 ASTs in 2021; +80 ADs and +5 ASTs in 2022;

(120) Accumulating increase in CA envelope due to Transparency Regulation: +8 in 2020, of which -4 lent to ECHA; +15 in 2021, of which -4 lent to ECHA; +21 in 2022, of which -4 lent to ECHA; Further addition of +30 CAs requested for the period of 2022-2026.

(121) Including 1 SNE dedicated to the pre-accession programme financed by DG NEAR

Section III. Annual Work Programme Year 2021

1. Executive summary

In 2021, a year that will still be marked by the impacts of the -SARS-COV-2 pandemic, EFSA will continue structuring its work programme around the five strategic objectives of the Strategy 2020, following the decision of the MB in June 2020 to extend the current strategy for one year.

EFSA will have an extensive programme of scientific work; this will cover assessing and communicating on approximately 405 requests from risk managers for scientific advice on the evaluation of applications for regulated products, and approximately 268 requests on priorities relating to food and feed safety, animal health and welfare, plant health and human nutrition.

2021 will be the first year of the implementation of the Transparency Regulation, with the onset of measures aiming at:

- increasing the transparency and reliability of EFSA's risk assessment: EFSA will implement the notification of studies from applicants in the newly developed register of studies, and will enhance its interaction with and advice to applicants at the pre-submission stage; it will streamline the submission of dossiers and enhance the disclosure of risk assessment data via further process automation and the implementation of the new confidentiality assessment approach; it will be prepared to carry out verification studies upon the request of risk managers.
- strengthening the sustainability of the risk assessment model: EFSA will develop and launch new schemes, and will broaden the use of existing ones, such as partnering grants, to integrate Member State expertise in its risk assessment process.
- more coordinated and tailored risk communication: EFSA will support DG SANTE in the implementation of a coordinated approach in risk communication and will make use of social research to drive audience-tailored communication. Large scale engagement initiatives, topic-driven engagement and implementation of new stakeholder engagement models will be shaping the engagement with our stakeholders also in 2021.

To broaden EFSA's evidence base in prioritised areas and maximise access to its data, EFSA will continue to deliver new capabilities for data collection and scientific collaboration in 2021. A new system for collecting, analysing and storing whole genome sequencing data will be piloted in collaboration with ECDC. EFSA will continue to populate its scientific data warehouse, EFSA's data hub, with new food-consumption data from the EU menu project. EFSA will continue to populate the Knowledge Junction open repository with evidence and supporting materials used in its risk assessments. This includes standardised and curated model repositories and a growing number of risk assessment models available as web apps. In terms of analysis and automation of data using approaches such as machine learning and artificial intelligence EFSA together with relevant DG's, ENVI agencies and members states are executing following a common roadmap the use cases to be implemented in short term. This common roadmap assures the pooling of resources and sharing of experience and provides the basis for a harmonised, co-creation approach in the implementation of Artificial Intelligence.

The coordinated development and implementation of new guidance and methodologies for RA will continue to be key activities to advance RA and includes the implementation of the plan-do-check-act cycle into the risk assessment process. EFSA will continue its work programme on the cumulative RA of pesticides. EFSA will implement its action plan on CRA (cumulative risk assessment) of pesticides by establishing new cumulative assessment groups (CAGs) for different organ systems taking into account dietary risks of the individual pesticides.

The outcome of a large field survey on bee health, launched in 2017, will support the development and validation of the MUST-B model, to develop a holistic, multifactorial RA. EFSA will continue to work on preparedness in plant health by developing horizon scanning and rolling out surveillance support to Member States, and on the multisectoral activities in the area of AMR, together with its sister agencies EMA and ECDC. EFSA will launch the first set of large scale risk assessment methodological development projects in areas to be defined and prioritised during 2021.

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

To further improve the provision of scientific advice, in terms of both quality and efficiency, EFSA will carry out key initiatives, completing the multiannual strategy implementation plan set out in 2016 to achieve EFSA's five SOs under the Strategy 2020.

2. Activities per strategic objective

The EFSA annual work programme is built as a cascade of the Operational Objectives of each EFSA's Strategic objective, as described in the multiannual work programme 2021-2024 (section II). Specific expected results per operational objective are planned each year that in turn lead concrete annual tasks, resources allocated and outputs to be delivered and measured through relevant annual indicators.

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

In the area of scientific risk assessment, risk communication and engagement with its stakeholders, EFSA has the following operational objectives:

a. Foster engagement throughout the development of scientific assessments and promote enhanced mandate dialogue with stakeholders

b. Make available documentation on information gathering and evaluation process

c. Ensure clarity and accessibility/usability in the communication of findings

2.1.a - Foster engagement throughout the development of scientific assessments and promote enhanced mandate dialogue with stakeholders

To achieve its strategy results by providing fit-for-purpose and timely advice to risk managers addressing stakeholders' expectations, EFSA is striving for engaging with its stakeholders throughout the full life cycle of mandates and applications. For general risk assessment mandates this starts in the mandate negotiation phase process that will be further developed to include stakeholder/societal expectations. The development of protocols or general risk assessment that can be subject to a public consultation will be further standardised. For the applications the TR has opened up the process completely introducing pre-submission guidance via pre-submission advice and advice on study design for renewals as well as public consultations on the design of these studies and the evidence provided in the application dossier. To integrate all these activities new risk assessment processes have been designed and will be implemented in 2021 supported by various IT tools.

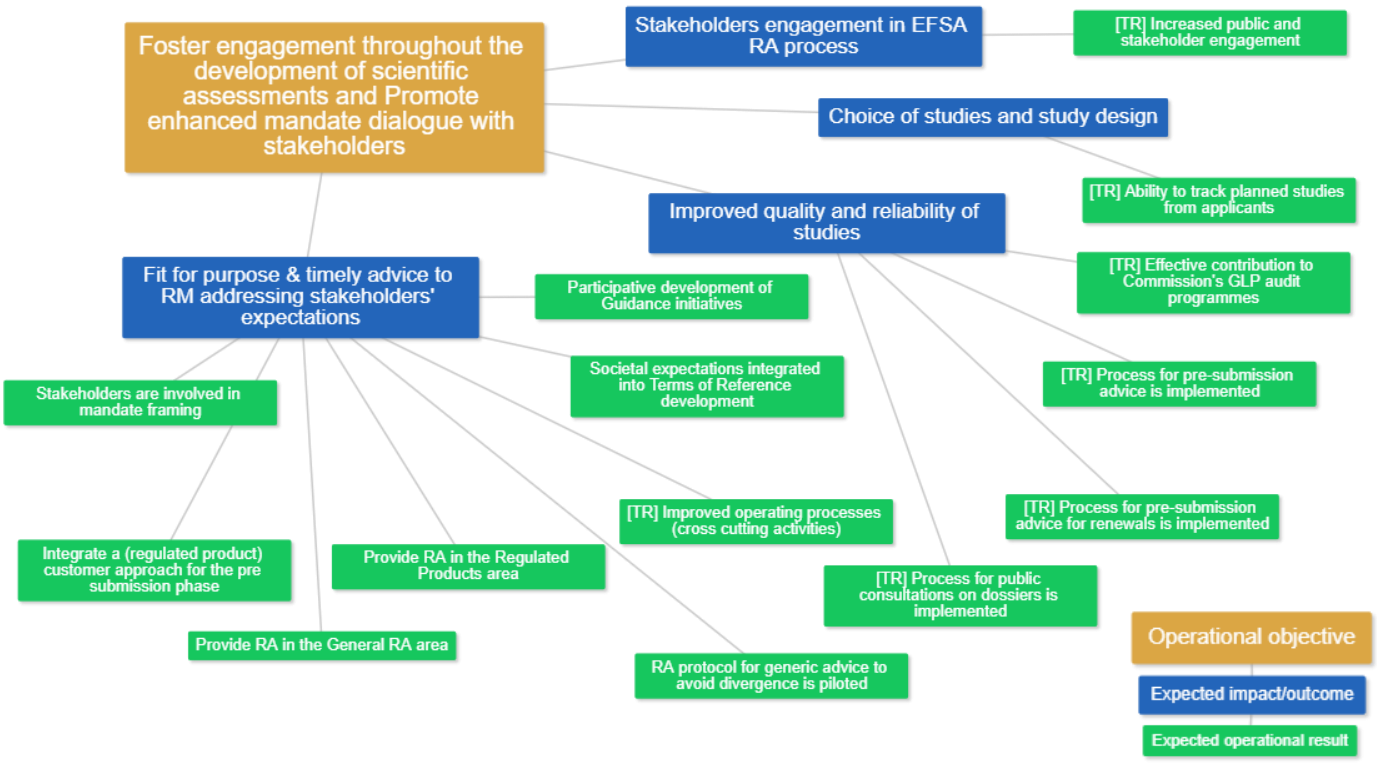

Figure 3 Expected annual results linked to expected impact/outcomes under Operational objective 1.

2.1.a - Main outputs

General risk assessment

The implementation of the measures identified through the EFSA transparency and engagement initiative will continue with the roll-out of additional measures focusing, among other things, on enhancing engagement with stakeholders during different steps of the RA process such as the planning of the methods and data needs of the risk assessment documented in the protocol; the proactive release of evidence used in RA in a readable/reusable format; and increasing transparency on how and why methods and data were/were not used plus the increasing use of crowdsourcing and citizen science to address data gaps according to the same general quality and appraisal criteria that are set for other evidence streams used in the risk assessment.

EFSA will continue to work on mandates in the areas of food-borne zoonoses and of food hygiene (e.g. date marking and related food information, use of high-pressure processing, dry-ageing and wet-ageing of meat). In addition, through cross-departmental collaboration, EFSA will continue to work on the qualified presumption of safety (QPS). Work will also continue in the areas of antimicrobial resistance (AMR), of transmissible spongiform encephalopathies (TSEs) and of organic fertilisers/soil improvers.

In the area of chemical contaminants in the food chain, EFSA will continue to issue opinions in particular on environmental contaminants (e.g. brominated flame retardants in food, mineral oil hydrocarbons in food), natural toxins (e.g. assessment of sanitary shucking of scallops contaminated by marine biotoxins), process contaminants (N-nitrosamines in food), pharmacologically active substances and detoxification processes of contaminants in feed as well as scientific reports on dietary exposure to specific contaminants. Work will commence on a new mandate on the risk benefit assessment of fish consumption in relation to the presence of dioxins (PCDD/Fs) and dioxin-like PCBs, with the first task to support the WHO on updating the toxicological database for the re-evaluation of WHO's set Toxic Equivalency Factors (TEFs) for dioxin-like compounds.

In cooperation with ECDC, EFSA will deliver the yearly European Union summary report on trends and sources of zoonoses, zoonotic agents and food-borne outbreaks, and on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food. Other ECDC–EFSA joint technical reports include rapid outbreak assessments and joint notification summaries, as appropriate. EFSA will also deliver a 'One Health' system (joint database) with ECDC for the collection and analysis of whole-genome sequencing (WGS) data from human and food/animal isolates.

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

EFSA will continue to provide RAs for plant pests ([122]) and pathogens for the EU territory, as well as peer reviews of pest RAs and other justification documents prepared by third parties. It will continue to provide RA and communications on newly emerging plant pests and pathogens (e.g. *Xylella fastidiosa*) and update other outputs such as the host plant database. EFSA will also continue to support the update of the legislative annexes as required by the new EU quarantine plant health law. To this end, it will deliver fit-for-purpose and stepwise advice, comprising pest categorisations, pest RAs and evaluations of the effectiveness of risk reduction options. In particular, work will continue on the mandate to deliver pest categorisations for the remaining legislative annexes. As a result of a far-reaching mandate on the RA of high-risk plants, evaluations of third parties' dossiers will continue to be a significant part of PLH work until 2022.

In the area of animal health and welfare, EFSA will provide outputs on specific diseases such as ASF and AI and will continue its support and RAs relating to outbreaks of animal diseases in EU Member States through an improvement of the collection of animal health data. Additionally, background projects will be run on the collection of wildlife population data (ENETWILD) and on

[122] This includes pest RA and a peer review of specific non-EU-country documents. It does not include a review of dossiers for high-risk plants

the monitoring of insect vectors which transmit animal diseases (VECTORNET in conjunction with ECDC). In animal welfare and as a result of the F2F strategy EFSA will provide outputs on the welfare of animal during transport as well as the protection of pigs, broilers, laying hens and calves until mid-2023. Further work on several animal diseases will also be performed in relation to the implementation of the animal health law.

In the area of food-contact materials, EFSA will adopt the opinion on the re-evaluation of bisphenol A. In collaboration with ECHA, EFSA will start up a new mandate on phthalates that will include preparatory work to identify and prioritise phthalates, structurally similar substances and replacement substances. This will be followed by establishing a protocol for dietary exposure and hazard assessment and a call for data for prioritised substances.

In the area of human nutrition, EFSA will continue to work on advice on the tolerable upper intake level of dietary sugars. In the context of EFSA work supporting the Farm to Fork strategy, EFSA will provide scientific advice on nutrient profiling approaches for harmonised mandatory front-of-pack nutrition labelling and for restricting nutrition and health claims on foods. Further, EFSA will work on updating the upper tolerable intake levels for several vitamins and minerals.

Regulated products

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

After the entry into application of the Transparency Regulation, public consultations will be systematically launched on the list of intended studies indicated by applicants for the renewal of applications and on the non-confidential version of validated application dossiers. In line with the strategic objective to prioritise public engagement with science, these consultations aim to enhance the quality of EFSA's assessment by ensuring access to additional data and studies indicated by third parties (stakeholders and the public).

Under the frame of Regulation (EC) No 257/2010, in 2021 and 2022, EFSA will focus its work on the re-evaluation of sweeteners, and the re-evaluation of the remaining approved food additives is likely to continue beyond 2023 period. Activities relating to the assessment of new food additives or proposed changes to approved food additives under Regulation (EC) No 1331/2008 will be carried out in parallel. In particular the scientific opinion on the follow-up to the re-evaluation of E 171 (titanium dioxide) will require the application of the new guidance on nanomaterials in the assessment of the new data generated in response to the follow-up call and retrieved from the published literature. The assessment will be finalised after a targeted consultation with MSs.

EFSA will also continue working on the remaining food flavourings on the EU list and expects to receive an increased number of new applications for flavouring substances. The guidance documents applicable to the evaluation of smoke flavourings will be finalised in 2021. Following a new mandate on the update of the guidance for flavourings, EFSA will be working on it during 2021.

For the dossiers already received, EFSA will continue to deliver scientific advice on food enzymes, following the multiannual work programme. For incoming new dossiers, to respect the legal timeline, EFSA must consult the EC and develop a strategy to handle their inception without jeopardising the delivery of the dossiers already received.

EFSA will continue its assessment of the safety of additives and monomers for plastic materials, articles in contact with food and recycling processes, and of the applications for active and intelligent materials. Work will be undertaken on the evaluation of styrene and epoxy silanes.

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

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

In the area of genetically modified organisms (GMOs) in food and feed, the work programme for 2021 includes the evaluation of applications for the import and processing of GMOs as well as for cultivation uses. This also includes the assessment of renewal applications of GMOs that were authorised more than 10 years ago, an estimated number of 15 authorized applications are due for renewal. EFSA's GMO Unit will continue to review the fitness of RA guidelines for GMOs in light of new scientific developments and to improve the efficiency of its risk assessment.

In the area of nutrition, EFSA will continue to evaluate applications for health claims and novel foods. The workload related to health claims will depend on the result of the ongoing REFIT evaluation of Regulation (EC) No 1924/2006 on nutrition and health claims. The number of requests for novel food evaluations is substantially increased, following the application of the Regulation (EU) 2015/2283 on 1 January 2018, which introduces a centralised evaluation by EFSA for novel foods and a notification system for traditional foods from non-EU countries to the Commission which involves their safety evaluation by EFSA and the Member States.t. EFSA will also work on applications, regarding food for specific groups, for the exemption from labelling of food allergens, for nutrient sources and safety assessments for 'other substances' added to food.

In the area of pesticides, EFSA will continue with the peer-review process for new active substances and renewal groups (AIR III and the new programme AIR IV), which will be complemented with the continuous update of the RA methodology.

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

EFSA will deliver its annual summary report on pesticide residues in a more streamlined way. The work on technical reports to provide guidance for the assessment of Article 4(7)([123]) derogations from pesticide legislation for plant health threats will continue in 2021. New dietary CRAs (cumulative risk assessments) will be carried out for pesticides that have chronic effects on the nervous system and acute effects on craniofacial malformations. In addition, CRAs will be carried out in view of new active substance approvals and new product authorisations, for which specific scenarios will be developed. Further development of an open-source software programme with access to relevant input data will be explored.

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

Stakeholder engagement

In 2021, EFSA will continue to implement and build on its updated Stakeholder Engagement process, based on the current Stakeholder Engagement Approach (SEA) and taking into account the recommendations from EFSA's Management Board, the 2019 annual Stakeholder Forum and the new expectations set by the Transparency Regulation. In 2021, EFSA will organise a series of digital events on the three new Stakeholder Engagement streams, quality of science, preparedness and stakeholder dialogue to get input on the blueprint of this updated Stakeholder Engagement process. In 2021, EFSA will organise an annual Stakeholder Forum to present its

[123] Regulation (EC) No 1107/2009

considerations and input from Stakeholders on its updated Stakeholder process. EFSA will also implement new channels/platforms to ensure regular and effective dialogue between EFSA and its stakeholder community and continue to organise permanent and targeted activities under its current Stakeholder Engagement Approach (SEA). To test the new engagement methodology, EFSA will pilot several new engagement methodologies on pertinent topics. The organisation of stakeholder initiatives with third countries and strategies towards engaging academia, will be pursued. EFSA will also continue pursuing specific topic-driven stakeholder engagement initiatives.

In 2021, activities for the Sounding Board, following the implementation of the new Transparency Regulation will be continued, providing information on the implementation status of the new provisions and collecting input during various steps of the process. Technical groups composed of stakeholders, EU Agencies, European Commission and observers, will be working together on specific technical areas.

Transparency Regulation related activities

The activities for the implementation of the Transparency Regulation in 2021, include the preparation for the implementation of the expert selection rules for the renewal of the EFSA panels for the upcoming year 2022, addressing the need for an improved long-term capacity for EFSA. On the other hand, addressing the measure on an increased need for transparency, 2021 aims to start pre-submission meetings, running public consultations while processing full dossier data disclosures. Lastly, a solution will be implemented to support the notification of studies and will be ready to be launched in 2021.

A list of the projects under this SO is included in Appendix C.

2.1.a - Performance indicators

The expected medium-term and long-term results of EFSA's activities in this area are closely monitored through relevant outcome and intermediate impact indicators, as described in section II-SO1. The annual activities in this area are measured with the output indicators here below:

Table 27 SO1 – Output indicators in Operational Objective 1

Activities — output indicators		
Indicator	**Latest result in 2019**	**Target 2021**
Scientific — general risk assessment		
Number of questions delivered for scientific outputs and technical reports	*265*	*253*
Number of questions delivered for 'other publications' ([124]) (external reports, event reports)	*14 (12 external reports/2 event report)*	*15 (external reports)*
Proportion of scientific/technical questions adopted within deadline	*100 %*	*100 %*
Scientific — regulated products evaluation		
Indicator	**Latest result in 2019**	**Target 2021**
Number of questions delivered for scientific outputs and technical reports	*416*	*400*
Number of questions delivered for 'other publications' (external reports, event reports)	*4 (3 external reports /1 event report)*	*5 (external reports)*
Number of questions in bulk evaluation in the Pesticides Unit (PRES) (Article 12 only) ([125])	*28*	*28*
Proportion of scientific questions adopted within the deadline ([126])	90%	90%

[124] According to definitions of EFSA outputs: http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions

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

[126] Excluding backlog in the REPRO area.

Activities — output indicators		
Indicator	**Latest result in 2019**	**Target 2021**
Engagement with applicants		
Number of service catalogue activities with applicants (meetings, webinars, info sessions, etc.)	+10% on year N-1 actual	+10% on year N-1 actual
Percentage of positive feedback on regulated product opinions from applicants	54%	TBD
Engagement with stakeholders		
Number of public consultations on EFSA outputs	*21* ([127])	*450* ([128])
Percentage of positive feedback from engagement activities carried out with registered stakeholders ([129])	*90%* ([130])	*90%*
Total number of registered stakeholders	*132*	*135*

2.1.b - Make available documentation on information gathering and evaluation process

With a view to achieving its strategy results by making the documentation relevant to EFSA's scientific outputs, fully available, EFSA continues to work for the implementation of the relevant measures of the Transparency Regulation for improving the process of the disclosure of the dossier content together with the publication of the protocol for general risk assessments.

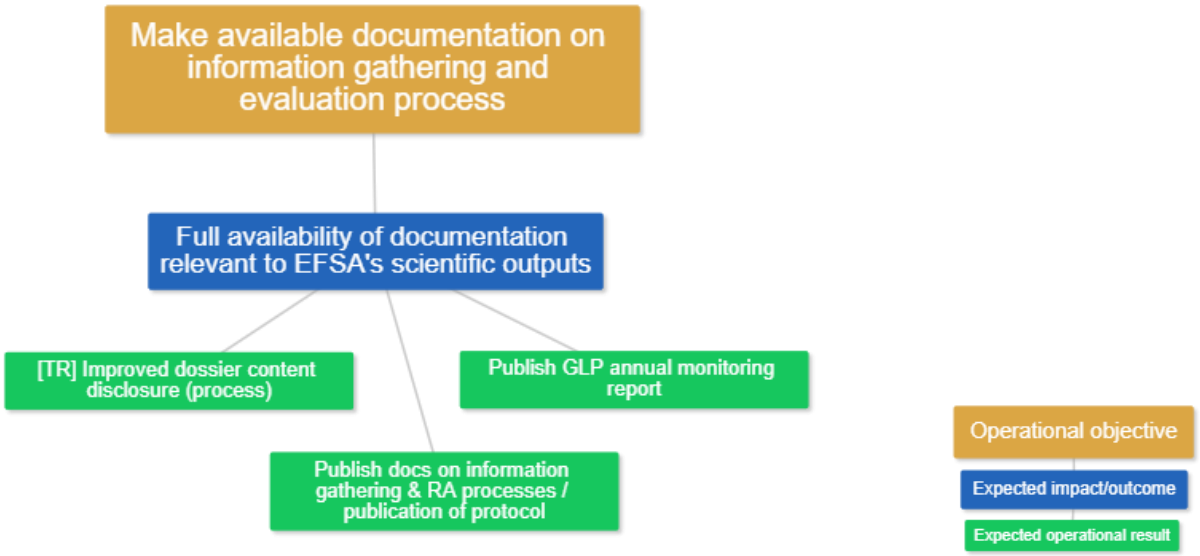

Figure 4 Expected annual results linked to expected impact/outcomes under Operational objective 2

2.1.b - Main outputs

EFSA ensures the implementation of tasks related to transparent information through a **new dissemination portal**. The portal, planned to go-live in March 2021, will replace and expand the public view of the RAW, becoming the single public interface for all information related to EFSA's scientific work. Closely following the risk assessment process from receipt of the dossier to the adoption of the opinion, it will integrate information coming from different platforms,

(127) Pending a decision on which type of draft outputs should be consulted in the future and at which stage of the RA cycle (draft mandates, protocols, draft outputs, etc.).
(128) Pending a decision on which type of draft outputs should be consulted in the future and at which stage of the RA cycle (draft mandates, protocols, draft outputs, etc.).
(129) First evaluation of SEA pilot phase implementation, which will be presented at the MB meeting in December.
(130) Conservative estimation as the measurement in 2017 (90 %) covered only part of the year and the outcome of the project, to be finalised in 2020, is still not known.

such as Appian, FSCAP[131], Salesforce or Talent Management, making available the documents produced and used in the process, including non-confidential data.

2.1.b - Performance indicators

The expected medium-term and long-term results of EFSA's activities in this area are closely monitored through relevant outcome and intermediate impact indicators, as described in section II-SO1.

2.1.c - Ensure clarity and accessibility/usability in the communication of findings

To achieve its strategy results in coordinating the communication with risk assessors and risk managers, and strengthening the analysis of the communication effectiveness and thus the outreach of its communication and advocacy, EFSA continues to work for the implementation of the relevant measures of the Transparency regulation in both directions: a) by providing evidence-based input to DG SANTE on an integrated risk assessment framework, supporting risk communication networks and testing the feasibility for a new approach to provide primary risk communications via EFSA Journal, and b) by strengthening the social science expertise and getting audience insights to then expand the role for social media as a primary channel for communication dissemination and engagement, and design high-value campaigns that meet target audience needs, and deploy communication mix for advocacy and reactive activities.

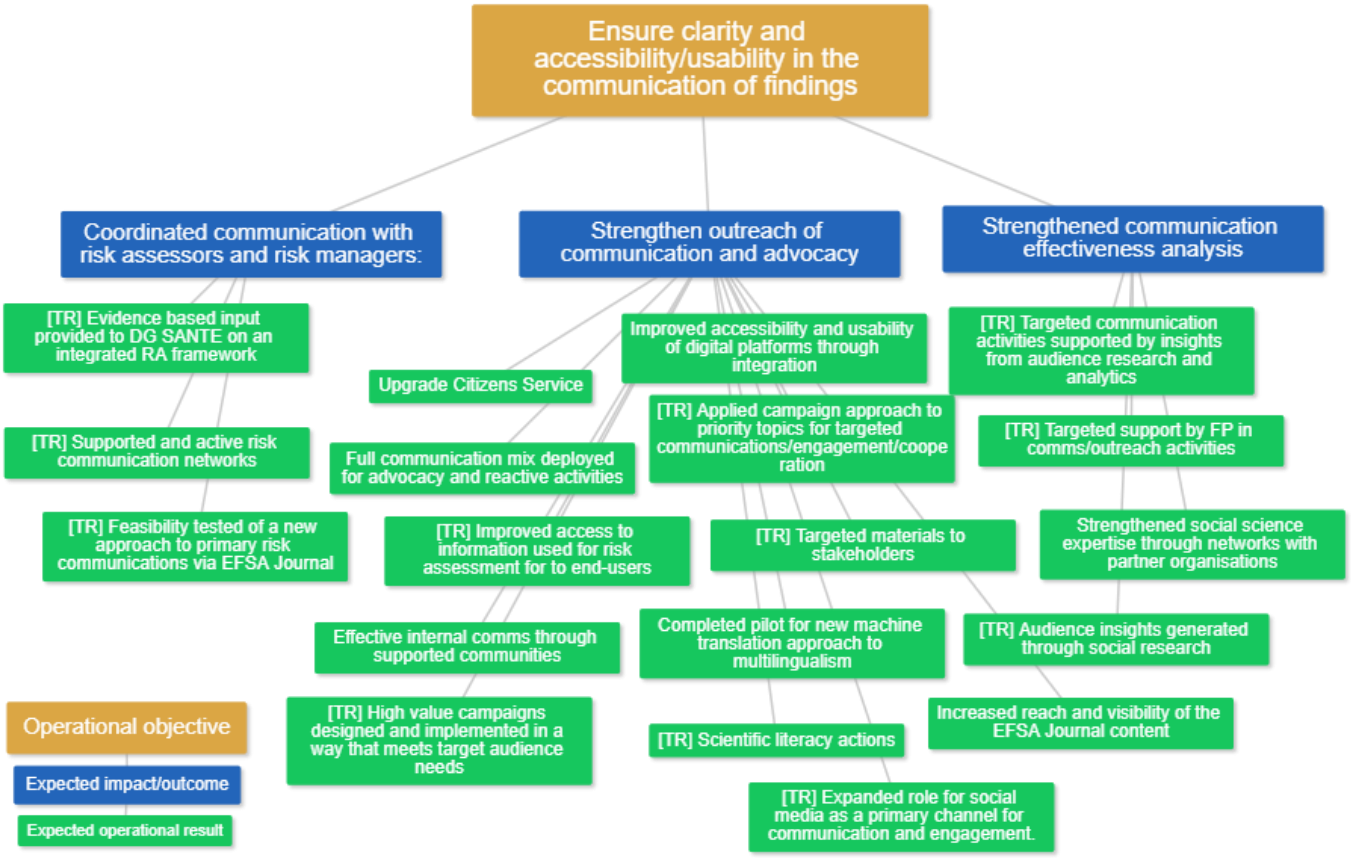

Figure 5. Expected annual results linked to expected impact/outcomes under Operational objective 3.

2.1.c - Main outputs

In 2021, EFSA will focus on preparing itself to implement the Transparency Regulation and to inform the European Commission-led initiative to develop a General Plan on Risk Communications. Activities will include redefining processes to improve coordinated risk communications between EFSA, Member States, and the European Commission; reviewing and refining products and channels for better-targeted communications; and piloting new digital

(131) food system common authorisation procedure

tools to contextualise EFSA's scientific advice for interested parties and the general public. In 2020, EFSA deepened cooperation and coordination in communications with its sister agency ECHA, particularly in areas such as planning and media activities, and will continue to build on this in the years to follow.

Reflecting provisions in the Transparency Regulation, EFSA's work on risk communication during 2021 will be increasingly based on insights from research on risk perception as the Authority expands its social science function. EFSA will launch the third edition of its Reputation Barometer, a wide-ranging research project and survey that captures the extent to which the Authority's stakeholders trust it.

In line with the strong emphasis in the Transparency Regulation on accessibility for citizens to EFSA's scientific advice, the EFSA Journal team will pilot an initiative to accompany certain EFSA scientific opinions with Plain Language Summaries. The team will also explore ways to further modernise the EFSA Journal, guided by its editorial advisory board and publishing strategy for 2020 and beyond.

The EFSA website will support efforts to improve the visibility and impact of EFSA's work with the introduction of new and established tools such as interactive infographics and data visualisations.

EFSA will continue to invest in engaging proactively with print, broadcast and online journalists to maximise outreach and to bring its scientific work and corporate activities to different audiences through the media at national and European level.

2.1.c - Performance indicators

The annual activities in this area are measured with the output indicators here below:

Table 28 SO1 – Output indicators in Operational Objective 1-risk communication

Activities — output indicators –		
Indicator	**Latest result in 2019**	**Target 2021**
Risk communication		
Proportion of scientific outputs delivered within 28 working days of adoption (%)	*82.5%*	*82.5%*
Number of (i) media and (ii) stakeholder enquiries addressed within agreed deadlines	*95%*	*95%*

2.1. Resources allocated to Strategic objective 1

Table 29. SO1 – Resources allocated

Input indicators			
SO1	**Resources invested per year**	**Latest result in 2019**	**Target 2021**
	FTEs	198	254
	Budget (million EUR)	29.92	55.69
	Out of which TR[132] FTEs:	na	89
	Out of which TR Budget (million EUR)	na	25.40
Scientific — general risk assessment			
Input sub-KPI	FTEs	50	69
	Budget (million EUR)	8.78	21.40
Scientific — regulated products evaluation			
Input sub-KPI	FTEs	129	160

(132) Cost for implementing the measures of the Transparency Regulation in the area of this strategic objective

Input indicators			
	Budget (million EUR)	17.85	26.70
Communications and engagement with stakeholders and applicants			
Input sub-KPI	FTEs	20	25
	Budget (million EUR)	3.30	7.58

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

In the area of evidence management, EFSA has two Operational Objectives, namely:

a. Improve data interoperability to facilitate data exchange and migrate towards structured scientific data

b. Adopt an open data approach

2.2.a - Improve data interoperability to facilitate data exchange and migrate towards structured scientific data

To achieve its strategy results for widening the evidence base of risk assessments and increasing standardisation and interoperability of data, EFSA continues to work for the implementation of the relevant measures of the Transparency Regulation regarding standard data formats and improving data infrastructures. In line with its strategic ambition to increase data exchange beyond the open data portals, and to improve the data management support.

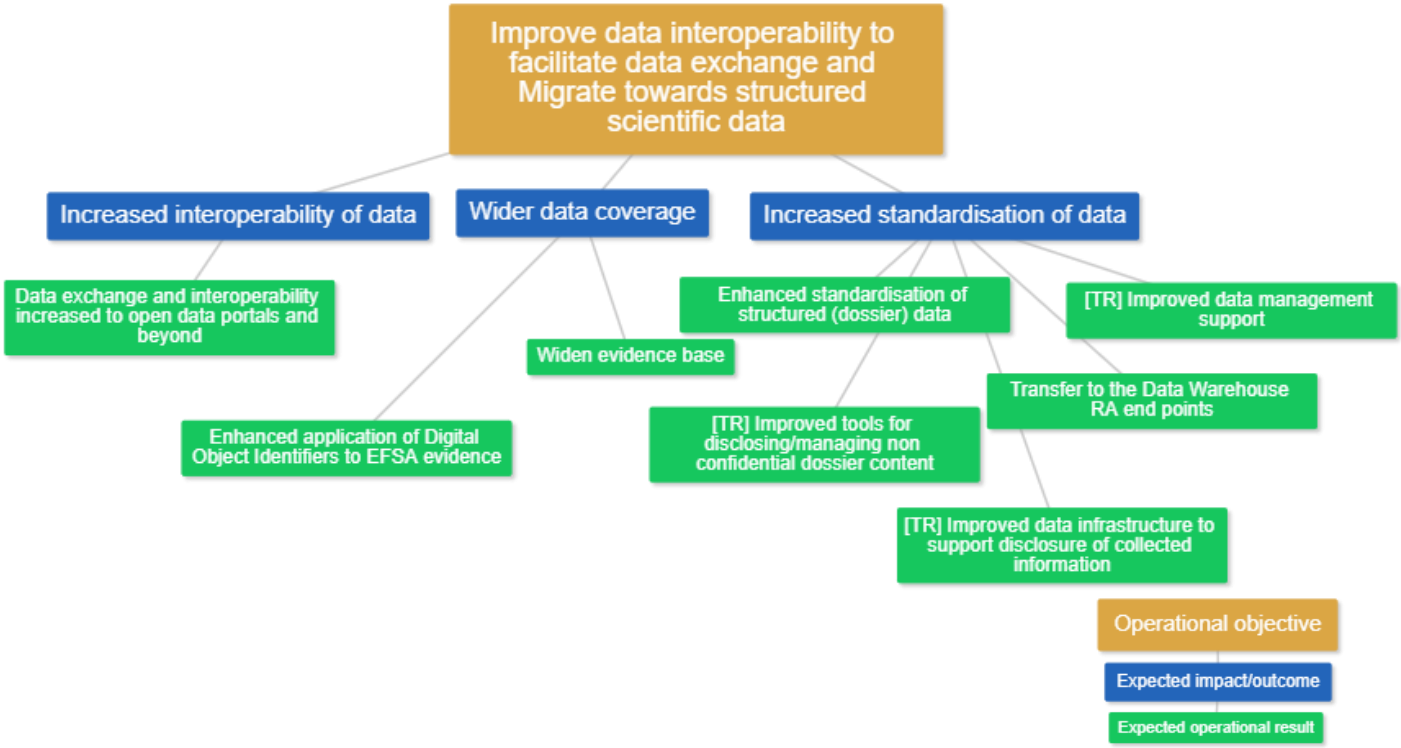

Figure 6. Expected annual results linked to expected impacts/outcomes under Operational objective 1

2.2.a - Main outputs

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

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

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

EFSA will develop further a proof-of-concept study that uses natural language processing (machine learning technique) to classify and describe foods according to the EFSA FoodEx2 food classification and description system instead of a manual coding approach that is employed at present. It is envisaged that use of this machine learning technique will decrease the burden on data providers/samplers to correctly code (classify) monitoring and survey data while increasing data quality (more accurate coding) and interoperability with other datasets.

In 2021, EFSA will continue to deliver improved capabilities for data collection and scientific collaboration using on-the-cloud solutions with increased storage space and computation power. The DAMA 2 project will re-engineer data collection and data analysis solutions on the cloud in collaboration with other EU Agencies and DIGIT. The re-engineering effort will occur inside of DG-SANTE Health Policy Agency Cluster which aims to align the technology roadmaps and enable shared services across the sister agencies.

Transparency Regulation related activities

The activities envisaged in 2021 to address the Transparency Regulation and provision of its outlined measures, look at developing solutions for supporting the processing of the full dossier data disclosure and access to the disclosed dossier information. This aims to address the measure on transparency across EFSA's scientific processes.

In 2021, EFSA will continue the implementation of the RMP and RAP projects under the ART programme to implement the new measures of the Transparency Regulation by March 2021: public disclosure of studies, public consultation of submitted studies, public disclosure of the notification of commissioned studies done at pre-submission phase, public disclosure of the pre-submission advice combined with the specific measures for renewals (notification of planned studies and public consultations on the planned studies). The combined effect of all these will enhance EFSA's evidence base. To achieve this, appropriate IT tools will be developed or extended in collaboration with DG Health and Food Safety and ECHA: ensuring the standardisation of dossiers' content and their electronic submission in IUCLID for pesticides and MRL application or in FSCAP for the other food sector areas, Register Database of Studies, Dissemination Portal. A list of the projects under this SO is included in Appendix C.

2.2.a – Performance indicators

The expected medium-term and long-term results of EFSA's activities in this area are closely monitored through relevant outcome and intermediate impact indicators, as described in section II-SO2.

Table 30. SO2 – Output indicators in Operational Objective 1

Activities — output indicators		
Indicator ([133])	**Latest result in 2019**	**Target 2021**
Evidence management		
Number of questions delivered for scientific outputs and technical reports	*0*	*8*
Number of questions delivered for 'other publications' ([134]) (external reports, event reports)	*11 (10 external reports/1 event report)*	*18 (external reports)*
Proportion of scientific/technical questions adopted within the deadline	*100%*	*100%*
Number of new tools ([135])	4	2

[133] The indicator 'Number of operational data collections prepared and opened within deadline (total and open)' has been deleted as it is a duplication of the one proposed for the Outcome indicator 'Data quality — timeliness' (see Section II in SO2). Deviations on timeliness of a particular data collection will be reported through the outcome indicator in the performance report.

[134] According to definitions of EFSA outputs: http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions

[135] The 'Number of enhancements to operational data collections' and the 'Number of new data collections implemented' included in the Final programming document 2018-2020 are replaced by the indicator 'Number of new tools' (e.g. exposure tools)'.

2.2.b - Adopt an open-data approach

Adopting an open-data approach is among the EFSA strategy results proven to correctly address the challenges ahead. EFSA continues to work towards enhancing the coverage of open-data portals.

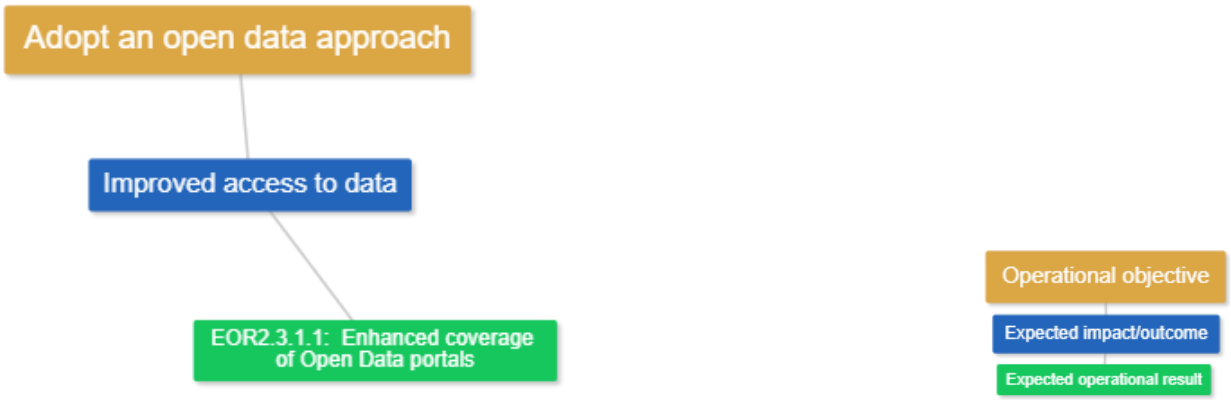

Figure 7. Expected annual results linked to expected impacts/outcomes under Operational objective 2

2.2.b - Main outputs

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

2.2.b – Performance indicators

The performance regarding data standardisation and data warehouse is measured by outcome indicators, see SO2-OO2 in the multiannual plan.

2.2. Resources allocated to Strategic objective 2

Table 31. SO2– Resources allocated

Input indicators			
	Resources invested per year	**Latest result in 2019**	**Target 2021**
SO2	FTEs	18	21
	Budget (million EUR)	4.93	6.52
	Out of which TR[136] FTEs:	na	3
	Out of which TR Budget (million EUR)	na	1.67

(136) Cost for implementing the measures of the Transparency Regulation in the area of this strategic objective

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

In the area of capacity building and capacity sharing EFSA has two Operational Objectives, namely:

a. Strengthen capacity building and capacity sharing and foster growth of the RA community with international organisations

b. Review and further develop EFSA's scientific assessment model

2.3.a Strengthen capacity building and capacity sharing and foster growth of the RA community with international organisations

Strengthening the risk assessment capacity in Europe and internationally is considered equally important among EFSA's strategic objectives aiming at building and sharing the risk assessment capacity within the RA community, to ensure the best use of expertise for scientific assessment both at an organisational and individual level and thus increasing the EU's scientific assessment capacity and efficiency.

To achieve its strategy expected results EFSA aims to optimise partnering grants and thematic grants to better support science in EFSA and to enhance cooperation and sharing of best practices among MSs supported by the implementation of the Partnership initiatives. In parallel expects to enhance the strategic planning and coordinated cooperation with other EU Agencies and to coordinate the bilateral and multilateral cooperation with international organisations and prioritise its international activities in agreement with EC.

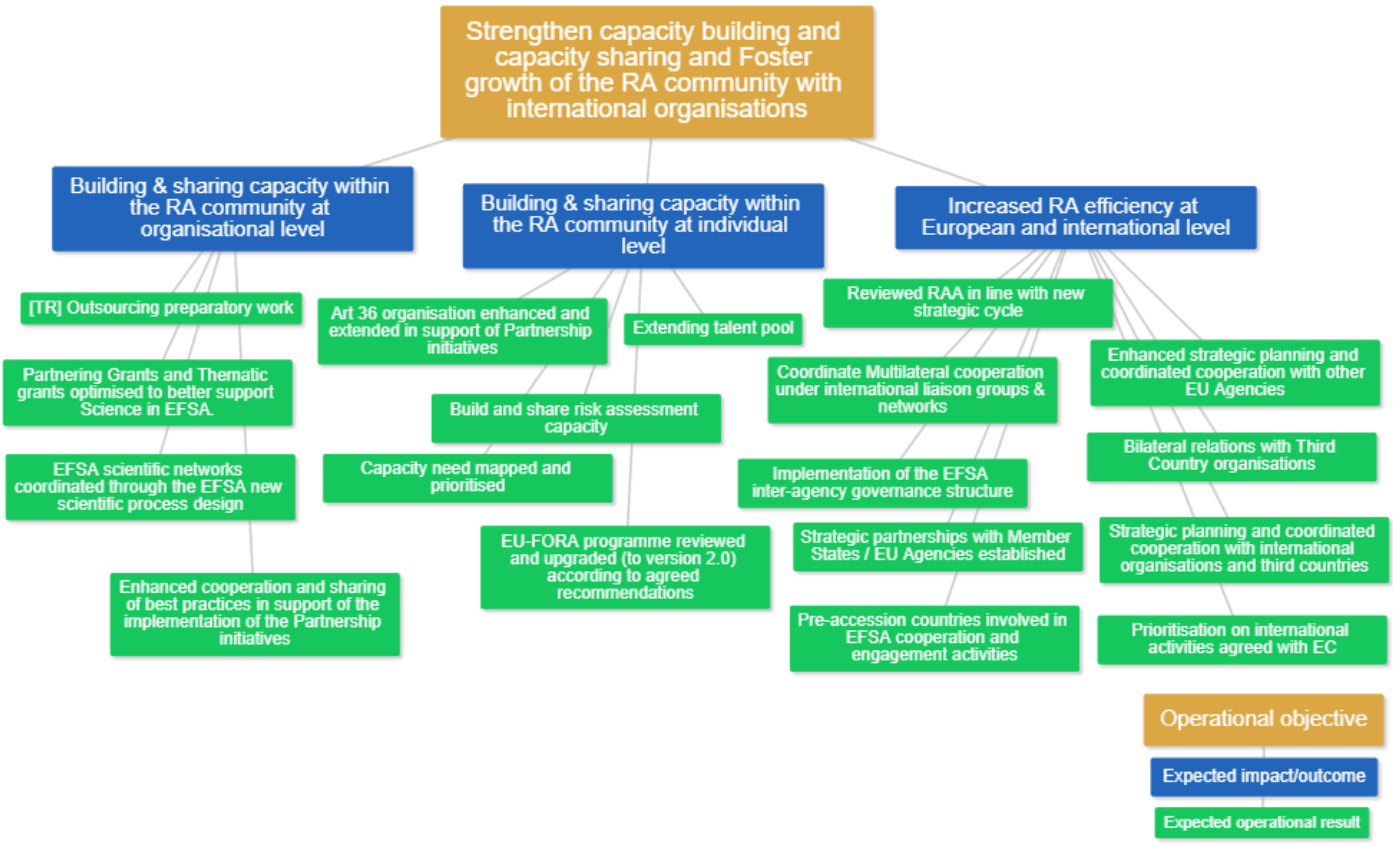

Figure 8. Expected annual results linked to expected impacts/outcomes under Operational objective 1

2.3.a - Main outputs

Driven by the sustainability pillar of the Transparency Regulation, EFSA will invest in boosting scientific cooperation with and among Member States through a new partnership framework. The new model will allow addressing challenges such as the increased complexity of the requests for RA and the demand for a responsive and trusted RA system. To this end, making

the best use of the existing expertise and reaching out to expertise spots in the MS that have, so far, remain untapped will be important. The new partnership vision builds on enhancing current achievements - and also highlights the need to do more to boost our RA capacities and form collaborations that are sustainable and support a responsive and resilient RA system.

EFSA has several initiatives underway to support the transition to a new, more ambitious partnership framework. These include the entrusting of tasks of increasing span or complexity to MS partners through different grant and procurement schemes (thematic grants, tasking grants); promoting organisational capacity building through partnering grants; delivering training to Art. 36 organisations through existing training schemes; enhancing the support role provided by the Focal Point network (based on a review of the Focal Point network); stimulating the engagement with new organisations and experts; promoting the transfer of knowledge and competences on risk assessment through an upgraded EU-FORA programme (outcome of the EU-FORA review); and, specifically during 2021, the use of pilot projects to be launched on several domains of EFSA's work to advise on how to best advance the partnerships framework in the future.

Strategic alignment to reach the one-health goals and to implement the Green Deal proposal for the European Commission will be an area of focus. In 2021 EFSA will continue to pursue collaboration with its sister agencies (EMA, ECHA, EEA, ECDC) e.g. in the area of Artificial Intelligence, data sharing and structure, methodologies and expertise and human resources, and research. Based on initiatives in previous years, workshops with individual sister agencies or with specific clusters will be organised.

Together with MS partners and EU Agencies, EFSA will contribute to the EU research and innovation agenda cycle to stimulate research and innovation in order to support risk assessment activities and policy-making. EFSA will organise the Risk Assessment Research Assembly (RARA) event under the Portuguese presidency; cooperate with the FoodSafety4EU project working on Food Safety Systems of the Future, and be involved in preparation and start-up of European partnerships in EFSA's remit such as PARC.

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

In 2021, EFSA will continue to organise and participate in different liaison groups and will support the European Commission in its international obligations, such as at CODEX Alimentarius Commissions and in support of the UN sustainable development goals.

2.3.a – Performance indicators

The performance regarding capacity building and sharing at an organisational and individual level and the efficiency of the RA community is measured by outcome indicators and impact, see SO3-OO1 in the multiannual plan. The annual activities in this area are measured with the output indicators here below:

Table 32. SO3 – Operational objective 1 – Output indicators

Activities — output indicators		
Indicator	**Latest result in 2019**	**Target 2021**
Number of questions delivered for scientific outputs and technical reports	*3*	*4*
Number of questions delivered for 'other publications' ([137]) (external reports, event reports)	*4 external reports*	*4 (external reports)*
Proportion of scientific/technical questions adopted within the deadline	*100%*	*100%*
Number of Member State cooperation activities (network meetings, national Focal Point events/workshops)	*80*	*50*

[137] According to definitions of EFSA outputs: http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions

Activities — output indicators		
Indicator	**Latest result in 2019**	**Target 2021**
Number of cooperation agreements with international and non-EU-country organisations	*2*	*2*
Number of international cooperation activities (meetings, events, missions) (including pre-accession countries)	*50*	*43*

2.3.b. - Review and further develop EFSA's scientific assessment model

Aiming at increasing the EU's scientific assessment capacity and efficiency, encompasses the optimisation of timely access to the available expertise, while identifying innovative ways to increase risk assessment capacity. Guided by the Transparency Regulation measures, EFSA aims, to extend the training for experts, while improving the insourcing of preparatory work, and implement strategic workforce planning for a smart allocation of its resources. Improvements are also envisaged regarding the expert selection and process and panel membership.

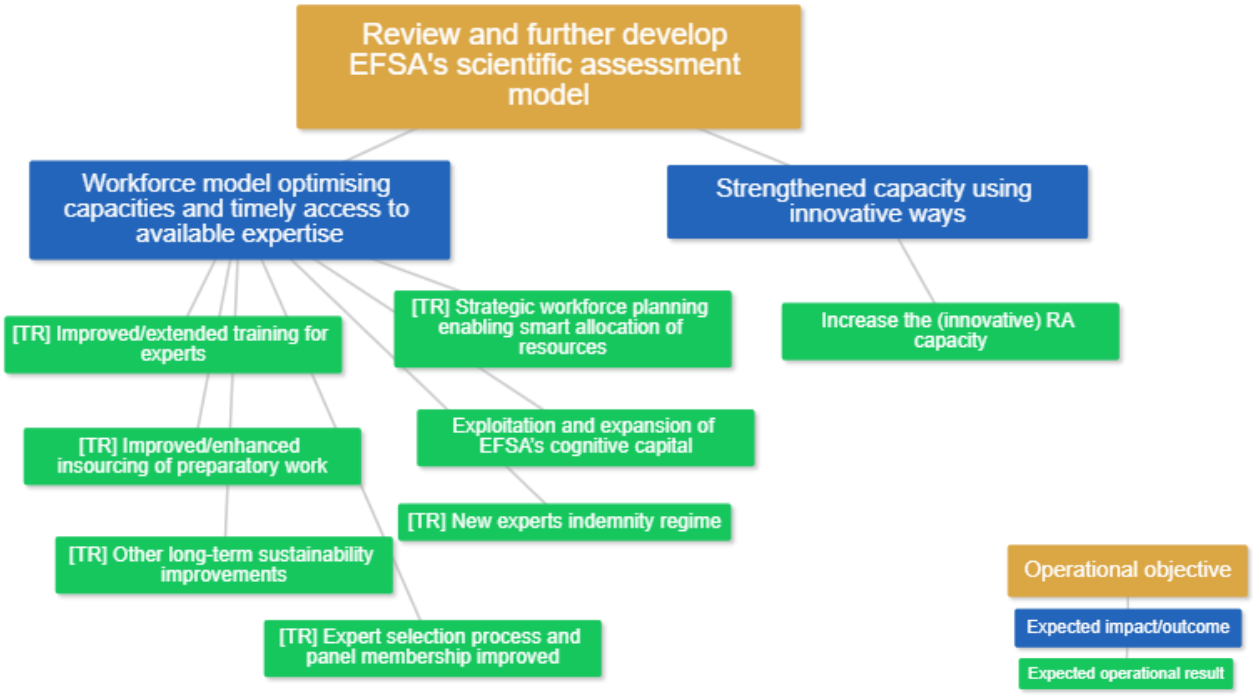

Figure 9. Expected annual results linked to expected impacts/outcomes under Operational objective 2

2.3.b - Main outputs

EFSA will continue to provide learning and development activities for experts, in particular regarding key areas of RA and EFSA's new guidance documents and methodologies. The expertise management programme (EMP) delivered in 2018 a comprehensive onboarding process for experts and a competency library for EFSA scientific and non-scientific staff and experts, thus enabling EFSA, in 2019, to optimise its management of the available scientific capacity and to target areas to be further developed. In 2020 the first mutual assessment EFSA/Expert was performed to introduce the competency-based approach to experts. This is the first step to evaluate competency gaps in the workforce and pave the way to a strategic workforce planning model for experts and staff, thus triggering relevant HR strategic actions to fill those gaps. The EFSA academy business case will be further developed to evaluate the efficiency gains that will be generated by a centralised academy as a hub facilitating knowledge acquisition and exchange in RA.

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

Transparency Regulation related activities

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

2.3.b – Performance indicators KPIs

The expected medium-term and long-term results of EFSA's activities in this area are closely monitored through relevant outcome and intermediate impact indicators, as described in section II-SO3.

2.3. Resources allocated to Strategic objective 3

Table 33. SO3– Resources allocated

Input indicators			
	Resources invested per year	**Latest result in 2019**	**Target for 2021**
SO3	FTEs	31	36
	Budget (million EUR)	7.84	10.66
	Out of which TR[138] FTEs:	na	0
	Out of which TR Budget (million EUR)	na	3.26

(138) Cost for implementing the measures of the Transparency Regulation in the area of this strategic objective

2.4. Prepare for future risk assessment challenges

In the area of preparedness EFSA has two Operational Objectives, namely:

a. Strengthen EFSA's ability to anticipate and respond to food safety risks

b. Develop and implement harmonised methodologies and guidance documents for RA and Become a hub in methodologies, tools and guidance documents for RA

2.4.a - Strengthen EFSA's ability to anticipate and respond to food safety risks

Aiming at strengthening its preparedness, EFSA strives to enhance its ability to anticipate and respond to risks by fostering the use of new approaches in specific risk assessment areas. The implementation of the Transparency Regulation measure regarding for effectiveness in preparedness and response to risks allow EFSA to develop the proper tools for this.

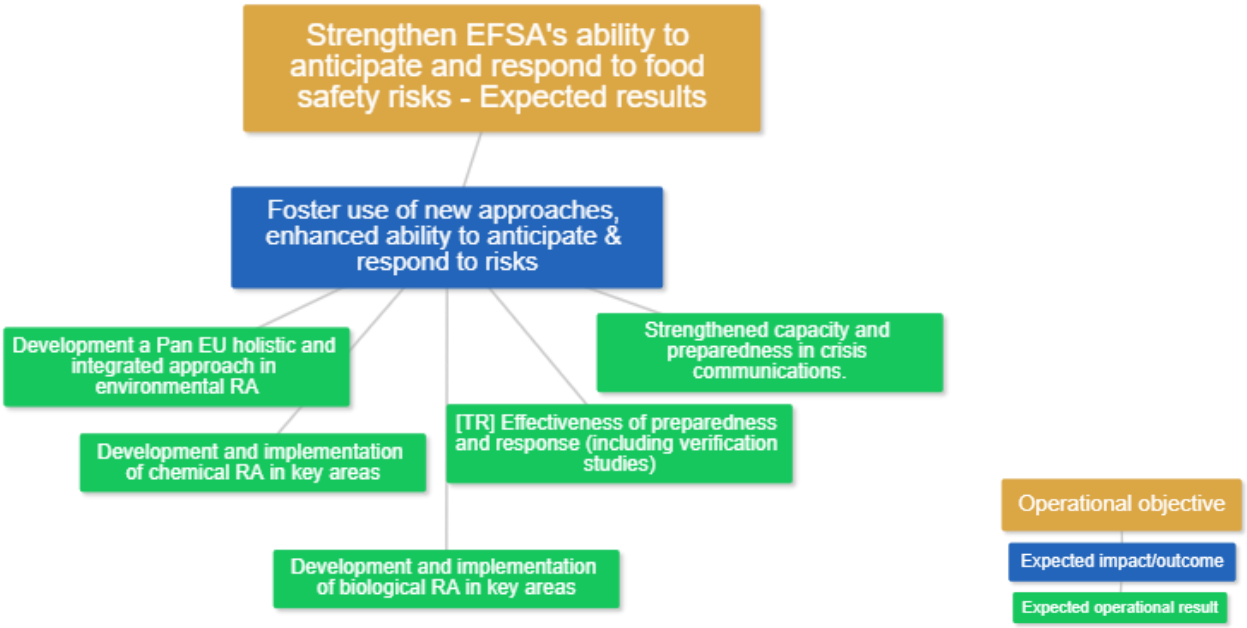

Figure 10. Expected annual results linked to expected impacts/outcomes under Operational objective 1

2.4.a - Main outputs:

Activities on emerging risks will focus increasingly on enhanced cooperation with Member States, EU agencies and stakeholders. Crisis preparedness is an EU priority objective, and in 2021 the tools and training delivered over the previous years, for example via the framework partnership agreement with Member States on tracing methodologies, will contribute significantly to this objective.

The procedure for identifying emerging risks often involves data collection or generation. In 2021 EFSA will continue working on framework partnership agreements with Member States on high-priority issues. The outcome of a holistic field survey on bee health, launched in 2017, will support the development and validation of the MUST-B model to develop a holistic, multifactorial RA.

In 2021 EFSA will continue media monitoring on emerging plant health risks using the MedSys platform. EFSA will also continue to develop and apply horizon scanning and to support Member states surveillance activities, for the early identification of new plant pest outbreaks. Based on previous scientific opinions and the results of outsourced projects, quantitative methodologies, including quantitative pathway analysis models, will be further developed. The development of databases on plant pests, based on the revised structure of the EU database of apple fruit pests and diseases, will continue. EFSA will cooperate with Member States to harmonise the collection and analysis of epidemiological data on African swine fever.

In the area of animal health, EFSA will continue to automate data collection on animal disease outbreaks and surveillance (via its data collection framework (DCF), making it less labour

intensive for both Member States and EFSA. Functions will be inserted to validate submitted data and predefined tables, and maps will be generated that could be used by Member States for their own purposes (e.g. presentations in PAFF meetings[139]). This approach is already in place for the annual data collection and assessment of *Echinococcus multilocularis* and will be applied to other diseases where EFSA has a mandate from the Commission (e.g. African swine fever, lumpy skin disease and avian influenza).

In the area of biological hazards, work will focus on antimicrobial resistance (AMR) for example the role of the environment in AMR, and on the microbiological risks linked to the use of water in food processing. EFSA will continue to coordinate the outsourcing procedure in the area of next-generation sequencing in norovirus. EFSA will implement an in-house bioinformatics service to support its risk assessments of food and feed products and the environment and will continue to build in-house capacity in this area. EFSA will continue to work on the set up of a system for the collection of whole-genome sequencing data from foodborne pathogens in collaboration with ECDC.

2.4.a – Performance indicators KPIs:

The expected medium-term and long-term results of EFSA activities in this area are closely monitored through the relevant outcome and intermediate impact indicators, as described in SO4-OO1 in the multiannual plan.

2.4.b - Develop and implement harmonised methodologies and guidance documents for RA and become a hub in methodologies, tools and guidance documents for RA

EFSA continues to ensure the harmonisation of methodologies and guidance across all areas of risk assessment while ensuring accessibility to its methods through the maintenance of open platforms. EFSA further explores the use of artificial intelligence in the development and implementation of risk assessment tools.

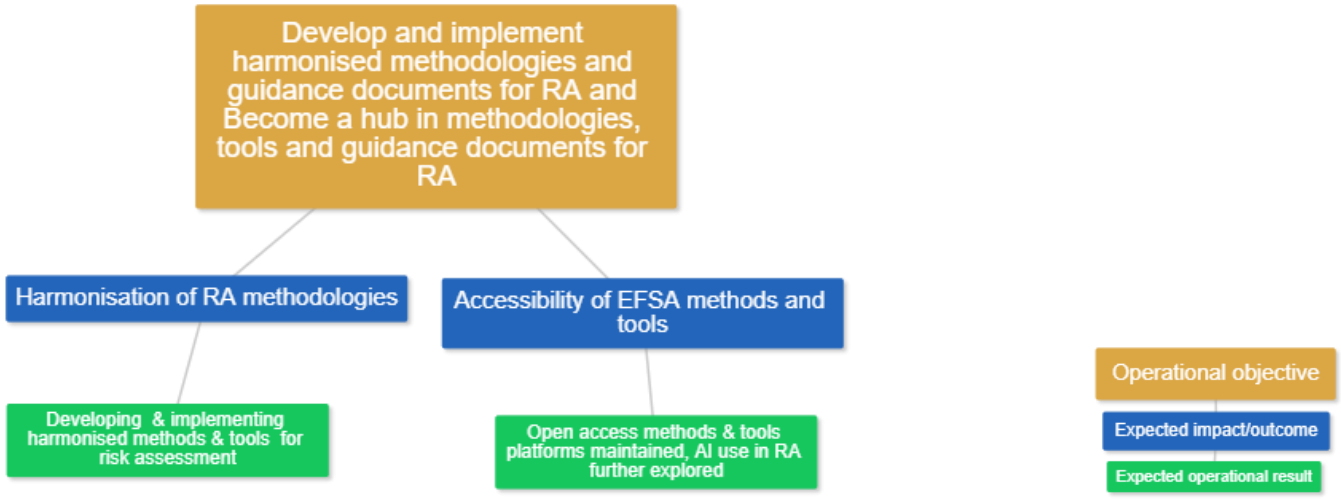

Figure 11. Expected annual results linked to expected impacts/outcomes under Operational objective 2

2.4.b - Main outputs

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

(139) Standing Committee on Plants, Animals, Food and Feed

calls will be launched in 2021 and 2022 if they fit into the scope of a theme and/or needed as preparatory work (details see Appendix C).

Under the steering of the RAMPRO, EFSA will continue the coordinated development and implementation of new guidance and methodologies for risk assessment. A list of the projects coordinated under the RAMPRO is included in Appendix C.

In the area of synthetic biology, two scientific opinions on the adequacy of existing guidelines for the characterisation and environmental risk assessment of genetically modified micro-organisms and plants obtained through synthetic biology will be finalised by early 2021.

By June 2021, new guidance will be published on technical requirements for regulated food and feed products to establish the presence of particles in the nanoscale. This will accompany EFSA's guidance on the RA of nanotechnologies in food and feed, which is currently under revision and to be republished at the same time. EFSA will also probably embark on the production of new guidance on environmental risk assessment (ERA) of nanomaterials.

EFSA activities on microbiome capacity building will continue in 2021. Two thematic grants will start to map how considerations regarding microbiomes (gut and environment) could be envisaged for incorporation into EFSA's risk assessment.

In the area of biological hazards, a scientific report on the application of next-generation sequencing (NGS) on noroviruses is expected in 2021.

In the field of animal and plant health, several developments such as the revision and update of the animal health and welfare guidance documents are also expected for the upcoming year.

In the area of chemical hazards, the development of models in toxicokinetics/toxicodynamics (TKTD models) and human variability will continue in 2021, with a long-term view to integrating these new approaches into human, animal and environmental risk assessment (ERA). A project on inter-human variability in toxicodynamics will also be launched in 2021.

In the context of the revision of EFSA guidance documents, a public consultation is planned in 2021 on the updated guidance on the use of the BMD approach in risk assessment. In addition, in the framework of the TTC approach developments, a procurement call should be launched for non-DNA reactive genotoxic substances. EFSA's work on the applicability of read-across for toxicological endpoints in chemical RA will continue in 2021. The publication of the Scientific Committee guidance on the assessment of aneugenicity is also planned for 2021. The ongoing work on an integrated testing strategy on developmental neurotoxicity will also continue in order to contribute to the ongoing revision of the OECD guidelines. Further follow-up activities analysing the data available on the issue of non-monotonic dose response will be completed.

In the area of food additives, the updated guidance document on the assessment of flavourings and smoke flavourings should be finalised in 2021.

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

EFSA will continue to develop a scientific opinion on the adverse outcome pathways for the identification of substances having endocrine-disrupting properties, and a joint EFSA/ECHA guidance document on the impact of water treatment processes on residues of active substances or their metabolites in water abstracted for the production of drinking water to be finalised in 2022.

EFSA will further implement and develop the cumulative risk assessment (CRA) of pesticides with European and international partners, following the first publications in 2020 on thyroid and nervous system. EFSA will also revise the EFSA's pesticide residues intake model (PRIMo version 4) in 2021 onwards, a tool for the estimation of dietary exposure and risk to the EU consumers. PRIMo will be underpinned by more comprehensive European food consumption data derived from the EFSA Comprehensive food consumption database. EFSA will also collaborate with EMA to evaluate different exposure models for dual-use substances within the regulatory domains of pesticide residues, veterinary medicines and feed additives).

First achievements related to the update of the OECD MetaPath database for the incorporation of pesticide residues data will also be communicated.

Within the frame of EFSA's work programme on the assessment of risks of combined exposure to multiple chemicals, EFSA will publish in 2021 its new methodology for grouping chemicals into assessment groups for human health risk assessment.

In environmental risk assessment (ERA), EFSA will start to develop critical appraisal forms for ecotoxicological studies in the area of pesticides. The two European Commission's mandates on the development of a model for predicting environmental concentrations of pesticide active substances in soil and on ERA of transition metals used as pesticides, will also be finalised by EFSA in 2021.

The project MUST-B (development of a holistic approach for the RA of multiple stressors in bees) will continue to deliver several key outputs in 2021 such as a scientific opinion and reports on RA model predicting effects at the colony level and in field conditions from exposure to pesticides in combination with other stressors. At the same time, EFSA should also start working on assessing the risks for wild bees.

EFSA should start key new developmental activities in 2021 such as:

- in the Chemical RA area:
  - protein safety assessment: *in silico/in vitro* toxicology and allergenicity developments
  - refinement of the RA methodology for Open Reading Frames
  - inter-human variability in toxicodynamics
  - the use and reporting of historical control data (HCD).
- in the Environmental RA area:
  - TKTD model development for the long-term risk assessment for birds
  - thyroid disruption in wild mammals and amphibians identification of adverse outcomes in the context of adverse outcome pathway.

Transparency Regulation related activities.

Activities will continue from last year. A list of the projects under this SO, including SPIDO activities is included in Appendix C.

2.4.b - Performance indicators

The performance regarding methodology harmonisation and accessibility is measured by outcome indicators, see SO4-OO2 in the multiannual plan. The annual activities in this area are measured with the output indicators here below:

Table 34. SO4 – Operational objective 2 – Output indicators

Activities — output indicators		
Indicator	**Latest result in 2019**	**Target 2021**
Number of questions delivered for scientific outputs and technical reports	*45*	*40*
Number of questions delivered for 'other publications' (external reports, event reports)	*31 (28 external reports/3 event reports)*	*38 (35 external reports/3 event reports)*
Proportion of scientific/technical questions adopted within deadline	*100%*	*100%*

2.4. - Resources allocated to Strategic Objective 4

Table 35. SO4– Resources allocated

Input indicators			
SO4	**Resources invested per year**	**Latest result in 2019**	**Target 2021**
	FTEs	27	41
	Budget (million EUR)	6.22	17.67
	Out of which TR[140] FTEs:	na	6
	Out of which TR Budget (million EUR)	na	7.62

(140) Cost for implementing the measures of the Transparency Regulation in the area of this strategic objective

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

In the area of building the organisational culture, performance and capabilities, EFSA has two Operational Objectives, namely:

a. Build a culture that puts EFSA's values into practice

b. Improving organisational performance/capabilities

2.5.a - Build a culture that puts EFSA's values into practice

Working towards strengthening EFSA's culture based on its values, EFSA aims to efficiently manage and develop its talents, both staff and experts. Based on constant feedback exercises EFSA aims to strengthen talent performance management and the culture of recognition while developing further the managerial and leadership competences.

In enhancing the culture of performance and accountability, we aim to bring closer the human capital services to the business, develop impactful HR metrics and analytics and supporting business partnership across EFSA.

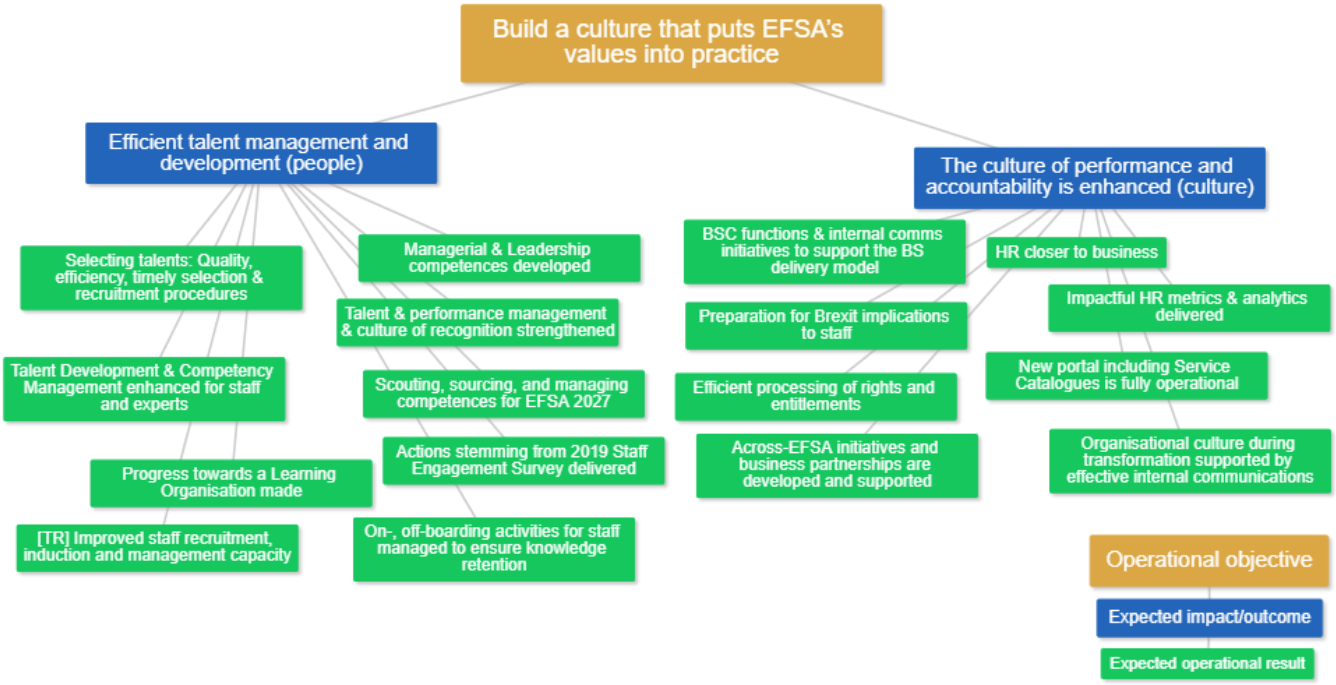

Figure 12. Expected annual results linked to expected impacts/outcomes under Operational objective 1

2.5.a - Main outputs

The SARS-COV-2 outbreak has affected probably all workplaces across the world, and EFSA is no exception; the Authority acted swiftly to protect its workers and its operations and adopting "smart working" measures.

Leveraging on the findings of the recent experience, EFSA will continue to focus on people management in a working context deeply affected by the SARS-CoV-2 pandemic, and the implementation of the 2019 Staff Engagement Survey action plan, supported by significant internal communications efforts.

Considering the recommendations from the Post Coronavirus Scenario – Future of Work commissioned report, EFSA assessed how the lessons learnt during this period of virtual work can be translated and adapted into a post SARS-CoV-2 scenario where the default is switched from physical to virtual. These reflections will be further elaborated to inform the new organisational design and EFSA Strategy 2027 to be delivered in 2021.

EFSA will continue with the fit-for-purpose implementation of the 2021 learning plan and will focus on the change management needs in view of the Transparency Regulation implementation and new organisational design, as well as the Leadership development programme.

The Expertise Management Programme (EMP) will play a key role in supporting the deployment of an integrated set of policies, processes and IT tools that allow for efficient talent management. The dedicated project will continue to be rolled out, focusing in 2021 on talent development. EFSA will ensure that staff and experts are more effectively supported throughout the life cycle of their relationship with the Authority. A new learning and development strategy for staff and experts will be developed in parallel with the post-2020 strategy document. Another significant outcome of the programme will be the delivery of processes, organisation, tools and information in an integrated solution allowing for flexible competency management.

2.5.a. Performance indicators - KPIs

The performance regarding data standardisation and data warehouse is measured by outcome indicators, see SO5-OO1 in the multiannual plan.

2.5.b - Organisation and processes: improving organisational performance/capabilities

Aiming at continuously improving the organisational performance and capabilities, EFSA will focus on delivering its Strategy 2020 (prolonged to 2021), with the start of the implementation of the Transparency Regulation measures. It will also focus on preparing for the new Strategic cycle to start in 2022, with the definition of the new Strategy 2027, putting in place a fit for purpose organisation design and process architecture, and a new -digitally enhanced- way of working, to drive performance in the years to come. (see fig. 13).

EFSA will continue to focus on the fine-tuning of its accountability framework, while fully embedding quality and continuous improvement and results-based management in the organisation.

2.5.b - Main outputs

All aspects of EFSA's organisation, (management, institutional relations and support/transactional services) will focus on ensuring that the Authority has an efficient, transparent and responsive environment and culture, and works towards the effective and legally sound implementation of EFSA's strategic plan. In doing so, EFSA guarantees the best value for taxpayers' money in a context of resource constraints. In addition, EFSA will continue rolling out different activities in support to policy-makers. To achieve the above, EFSA will:

- Extend the EFSA Strategy 2020 until the end of 2021, with the inclusion of new strategic aspirations reflecting among others, the Transparency Regulation.
- Finalise the new EFSA Strategy 2022-2027, taking stock of the outcomes of the MFF 2021-2027, the Transparency Regulation and the new policy aspirations under the EU Green Deal. With regards to the latter, EFSA will contribute to the European Commission's reflections on the implementation of the new strategies and policies (farm to fork, biodiversity, chemicals). The new strategy will be accompanied by an updated performance framework and implementation plan to ensure transparent monitoring via a comprehensive, yet concise, set of performance metrics. Stemming from the new strategy, EFSA will design its 2027 Technology roadmap, in close alignment to the EC's HPAC initiative.
- Carry out activities to work towards closer cooperation and building new relationships with institutions, with sister agencies and with DG Health and Food Safety, supported by EFSA's Brussels liaison office. This will include facilitating visits to EFSA, participating to hearings in the European Parliament committees, and organising bilateral exchanges with Institutional leadership. EFSA will continue to closely follow and implement the recommendation by the Council and European Parliament with regards to EFSA's discharge. Exchanges with European or national institutions to support EFSA on budget, policy/regulatory matters, but also reciprocally to support national policymakers and

Council presidencies in their work programme within EFSA's remit will be sought. Mandates to EFSA on bees, animal welfare and nutrition and the anticipated work on glyphosate are some examples of EFSA focus in 2021, as well as topic-based events within EFSA's remit. Assisting the European Commission in the implementation of the Farm to Fork, biodiversity and chemical strategies are part of EFSA's advocacy priorities for 2021. EFSA will actively contribute to the activities of the EU Agencies Network, working towards the new strategic objectives of the Network. Support for HPAC and other initiatives leading to a closer collaboration between the Commission and the decentralised agencies in the health and food safety area will be provided.

- Roll out its accountability framework, fully aligned with the new internal control framework and streamlining all related activities under four main pillars: governance and decision-making, results-based management, assurance management, and quality and continuous improvement. More specific actions include the following:
    - Finalise the EFSA accountability policy, which will delineate comprehensively clear roles and responsibilities along with authorities and delegations and consolidate in the 'hierarchy of norms' to achieve better synergy and alignment in relation to rules, regulations, policies and procedures with accountability for resources and results.
    - Update the governance and decision-making framework in line with the expectations of the new Strategy and the new organisational design.
    - Continue with the streamlining of EFSA's 10 Assurance Pillars acting as an enabler by providing the overall architecture for Internal Control in EFSA providing a holistic and integrated view from a governance, policy, planning and reporting perspective of respective Assurance Management activities in EFSA.
    - Update EFSA's Quality system with the updated EFSA Process Architecture 3.0, and by addressing the recommendations from the 2020 ISO 9001:2018 surveillance audit.
    - Continue with the integration of EFSA's management systems, aimed at increased efficiency and effectiveness (at policy, governance, processes, audits, planning, monitoring and reporting level).
    - Continue with the streamlining of EFSA's documentation in the context of the implementation of the updated "hierarchy of norms"; fully integrate EFSA's science guidance documents.
    - Further strengthen the process management capability across the organisation, with a focus on process performance measurement, continuous improvement and lean methods, and overall awareness raising and training.
    - Continue with the follow-up on the recommendations from the ex-post evaluation of the STEP 2018 project and the EFSA 3rd external evaluation, including the integration and automation of performance data and tools, improving the efficiency of its corporate reporting and the effectiveness of performance analytics, supporting decision-making.
    - Integrate workforce planning, sourcing, its flexible (re)allocation and its development based on competency management into the new strategic plan. Continue focusing on toxicology in view of relevant increased workload, data and computational analytics, and social sciences and behavioural insights to better frame scientific opinions, as well as further developing leadership and managerial culture and soft skills that foster agility, co-creation and responsiveness. The above will be coupled with the implementation of market intelligence and strategic sourcing for supplies, goods, services and competences.
    - Roll out NWOW 2.0. EFSA will proceed in 2021 with the envisioning of NWOW and Digital Collaboration 2.0 to enhance collaboration and knowledge sharing experience.

- Further improve the efficiency of transactional services, focused on leaning and user satisfaction, particularly the following.
    - Roll out the new service delivery model for BuS transactional services, which was designed in 2019 to further improve customer experience and make those services as efficient and effective as possible. The new model for delivery of transactional services will be based on a shared support office, to be piloted in a virtual mode in 2021. This virtual SSO will oversee the integrated provision of EFSA's transactional services, through a single service catalogue and a single point of contact.
    - Information security is managed to adequately mitigate risk due to evolving digital risks.
    - Implement a full converged security approach by adopting a comprehensive holistic approach to protect EFSA's tangible and intangible assets. Security and business continuity are ensured.
    - Further develop shared services with the Commission and the EU agencies, with a focus on the new top-down prioritised areas to be agreed by the EU Agencies Network's heads of agencies in 2020.
    - As of 27 March 2021, the Transparency Regulation amending the General Food Law becomes applicable with the aim of enhancing the transparency of the Union's risk analysis and, in particular, risk assessment process in the food safety sector. The TR introduces innovative and never seen before proactive transparency requirements applicable to all documents, studies and information supporting application dossiers of so-called "regulated products" submitted for evaluation by EFSA. The ultimate aim of this far-reaching proactive disclosure regime is to boost the credibility of the Union risk analysis process by allowing any interested party or citizen to have access to all documents and studies supporting an application dossier without the payment of any fee, or particular administrative burden, with the sole exception of the acceptance of terms of reference acknowledging the existence of intellectual property rights and EFSA's limited liability for misuse by third parties. The only exception to the general principle of Proactive Transparency is the award by EFSA, the Commission or a member State authority of confidential status to certain items. The confidential status may be awarded following the individual assessment of verifiable justification to be submitted by the concerned applicant in accordance with EFSA's Practical arrangements concerning Transparency and Confidentiality. The confidentiality requests may be submitted only on items included in closed, positive lists set out in the Transparency Regulation, which amended in this sense the General Food Law and other key sectoral legal acts regulating scientific evaluation procedures of "regulated products". The confidentiality decision making power has been largely delegated to EFSA, who becomes responsible for the weighing of the transparency principle against the legitimate interest and rights of applicants to protect their intellectual property rights or commercial interest. Confidentiality decision making is without prejudice to the Public access to Documents and Aarhus Regulation, which in practice means that even when confidentiality status is granted to certain items, a request under these regulations may be submitted by any natural or legal person residing in the EU. In EFSA confidentiality decision making is going to be centralised to ensure consistency in the processing and high level of compliance and allows the applicant to contest EFSA's initial confidentiality decision by the means of a confirmatory application or by an action for annulment against the decision on the confirmatory application before the General Court of the European Union. Finally, in case one of its outputs identifies safety, animal health or environmental concerns related to items granted confidential status, EFSA will review its initial decision by waiving confidentiality and ensuring the appropriate transparency of its scientific output.

- Enhance and at the same time simplify the access to documents' workflow through an automated tool allowing for a swifter and digital interaction with access to documents' applicants and documents' owners, further reflecting the new provisions of the Transparency Regulation in this area.
- Deploy the strengthened centralised management of competing interests towards improved assurance, transparency and automation of DoI screening; expand the 'expert' approach to EFSA staff.
- Specific focus in adjusting the grants and procurements tools and in changing the current grants and procurement outsourcing model by procuring higher value calls, exploring synergies between the operational units in view of grouping calls, identifying more and bigger framework contracts and partnership agreements, to obtain the procuring capacity necessary to ensure sustainability in view of the increase of the grants and procurements budget of EFSA's operations.
- Having completed the rationalisation and modernisation of EFSA's IT platforms, in 2021, EFSA will continue the investment in the digitalisation of EFSA's processes to increase the automation and the efficiency of scientific risk assessment on deep computational capabilities. With a modernised platform, EFSA will focus on a broader exchange of knowledge within and outside EFSA, thereby ensuring more efficient and faster access to scientific intelligence both for the public and for participants in risk assessment and risk management. These activities will take place inside of a governance model led by DG-SANTE for the Health Policy Agency Cluster and will focus in 2021 on establishing a common interchange of data and a common approach to data storage and access. The collaboration with sister agencies and with the Commission on the interchange of data and interfaces between the EC-FSCAP regulated products dossiers platform and on ECHA's IUCLID chemicals data platform will allow for dissemination and public search of an increasingly interconnected data universe.

- The Information Management Programme (IMP) will continue the work on the records management project, aiming at the transition between 2021-2022 to the EC ARES tool.
- The Architecture (ART) programme will finalise the activities to address the measures required by the implementation of the Transparency Regulation in force by March 2021.

Transparency Regulation related activities

- The new Architecture (ART) programme will consolidate all organisational development initiatives aimed at improving EFSA's processes and its organisational architecture to address the new measures from the Transparency Regulation and the new opportunities stemming from processing big data, artificial intelligence, and digitalisation, and partnering with the EU institutions and Member States. Key working streams will include: (i) the implementation in run mode of the-end-to end scientific advice and communication processes (including the EFSA process architecture (EPA) and relevant documentation), and (ii) the leaning of the transactional processes in a joint services centre (end to end support services).
- One of the envisaged measures in addressing the Transparency Regulation is the implementation of the new MB composition starting from July 2022. Preparatory activities are planned in this year to address this upcoming change of increase in Member States and stakeholders' representation, which will aim to strengthen in the long-term the Member State involvement in EFSA's work and outputs. In particular, EFSA will review the Board's Rules of Procedure, Code of Conduct and independence rules benchmarking them with the approaches adopted by the Management Boards of the other ENVI Agencies and enquiring the collaboration of the MB Secretariats in those Agencies. As well, EFSA will start performing an overall review of all its governing documents in view of their possible revision to reflect the changes in the Board composition and the functioning of the Authority following the implementation of the Transparency Regulation. Upon request from the European Commission, EFSA will

provide DG SANTE with support in shaping the procedure for the selection of the Board's representatives of civil society and food chain interests. An on-boarding plan for the new Board members will be prepared by end 2021. Changes in the new operating process and Organisation Structure of EFSA aim to address the need for a long-term improved sustainability and increased capacity of EFSA's ways of work. The initial preparatory activities to achieve this will be done alongside adapting the current management system.

- The Organisational Design project within the ART programme aims to deliver a new organisational structure that supports the implementation of the new EFSA Strategy (2022-2027) and of the Transparency Regulation. The new structure will comprise a new organisational blueprint, a new process architecture and a revised decision-making framework to enter into force in January 2022.

  The new organisation should deliver:

  - Effectiveness: ensure that all relevant competencies are in place to support the implementation of the Transparency Regulation and the new strategy. The project is sizing the "to be" processes based on competency needs and will thus recommend workforce and resource adjustments per process in view of a defined target operating. This will enable a "rightsizing" of Unit and team structures to the target operating model.
  - Efficiency: ensure that the processes (re-)designed by the ART Programme are executed in a lean and efficient way. The project will also orchestrate the sourcing, recruiting, and mobility of staff and experts to match the new organisational structure.
  - Culture: promote a working environment that reflects the values adopted by EFSA.

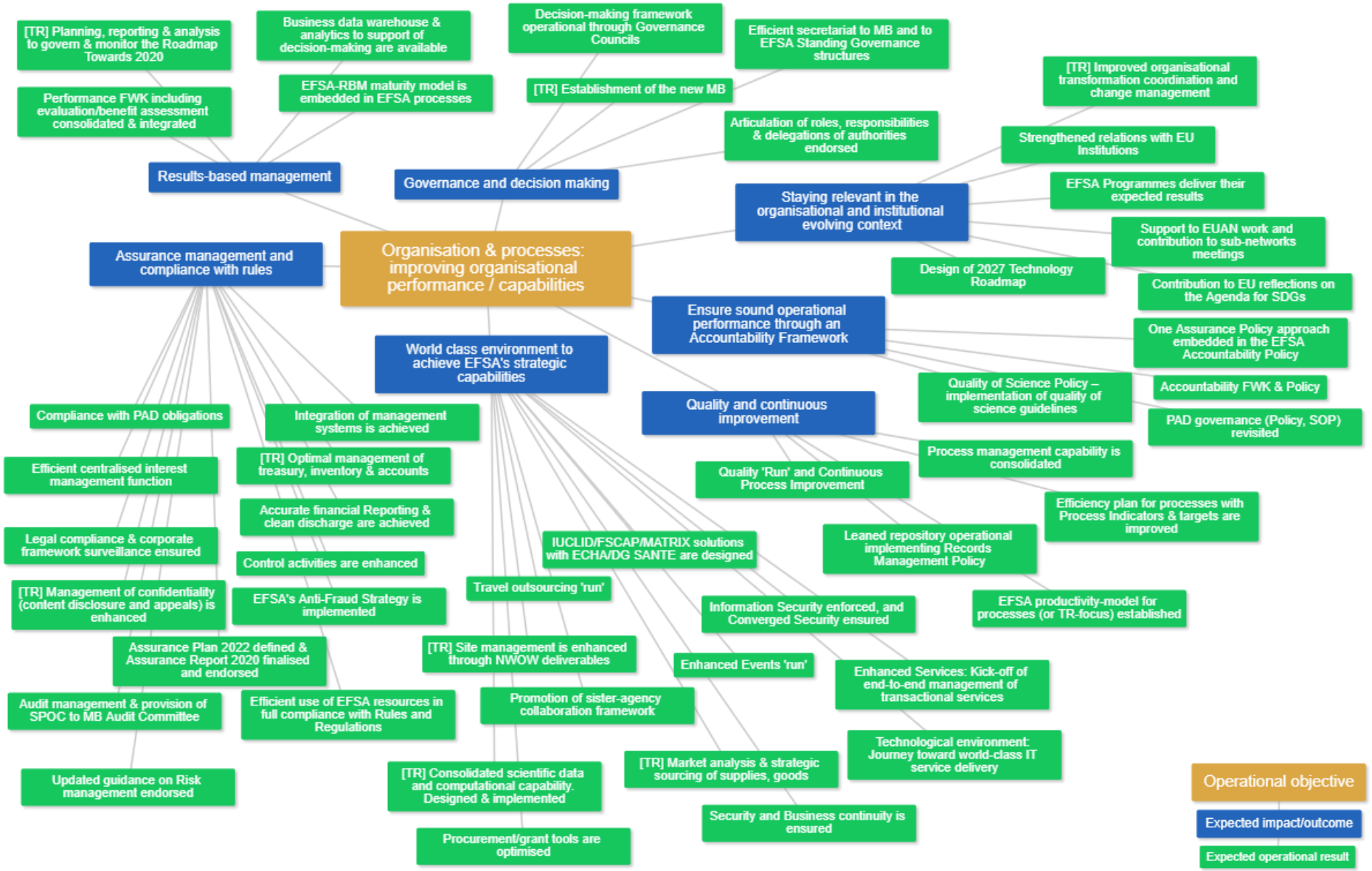

Figure 13. Expected annual results linked to expected impacts/outcomes under Operational objective 2

2.5.b – Performance indicators

The performance regarding data standardisation and data warehouse is measured by outcome indicators, see SO5-OO1 in the multiannual plan.

Table 36. SO5 – Operational objective 2 – Output indicators

Activities — output indicators		
Indicator[141]	**Forecast executed in 2019**	**Draft target for 2021**
Commitment execution[142]	*100%*	*100%*
Payment execution non differentiated credits[(143)]	*91%*	*90%*
Payment execution differentiated credits[(144)]	*100%*	*100%*
Service delivery index[(145)]	*80%*	*80%*
Transformation performance index (development project execution index) [(146)]	*N/A*	*N/A*

2.5b Resources allocated to Strategic objective 5

Table 37. SO5 –Resources allocated

Input indicators			
SO5	**Resources invested per year**	**Latest result in 2019**	**Target 2021**
	FTEs	195	186
	Budget (million EUR)	31.03	38.60
	Out of which TR[147] FTEs:	na	35
	Out of which TR Budget (million EUR)	na	12.93

(141) The budget KPIs have been simplified compared to previous years in order to better represent global performance, simplify measurement and avoid overlapping KPIs. The following indicators are replaced: Proportion of original budget committed at year end — differentiated, Proportion of original budget committed at year end — non-differentiated, Proportion of original science grants and procurement budget committed at year end, Proportion of original budget paid at year end — differentiated, Proportion of original budget paid at year end — non-differentiated, Proportion of original science grants and procurement budget paid at year end, Carry-forward of payments to following year. The scientific grants and procurement are not measured separately anymore as they are covered by the indicator on differentiated credits. The measurement of the "Carry forward" is covered by the indicator "Payment execution of non-differentiated credits".

(142) New indicator

(143) Indicator changed from "Proportion of original budget committed/paid at year end — non-differentiated"

(144) Indicator changed from "Proportion of original budget committed/paid at year end — differentiated"

(145) For the subset of mature processes followed.

(146) For the subset of key projects followed. Due to the finalisation of the IT strategy 2014-2020, in December 2019, this KPI is not measured anymore, waiting for the Strategy 2027 new technologies performance indicators to be defined within the EFSA Performance framework 2.0.

(147) Cost for implementing the measures of the Transparency Regulation in the area of this strategic objective.

Appendices

Appendix A. — Plan for scientific questions to be closed in 2021 per strategic objective

Table 38. Predicted number of questions closed in 2021.

Questions per strategic objective and type of output	REPRO							RASA					
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	TOTAL
SO1 – Prioritise public and stakeholder engagement in the process of scientific assessment													
SO1 – EFSA scientific outputs – general risk assessment			3	3	3	54		84		17	3		167
Of which:													
– conclusion on pesticides peer review													
– opinion of the scientific committee / scientific panel			3	2	2			79		8			94
– guidance of the scientific committee / scientific panel					1								1
– statement of the scientific committee / scientific panel				1						2			3
– reasoned opinion													0
– scientific report of EFSA						54		5		7	3		69
– guidance of EFSA													
– statement of EFSA													
SO1 – Technical reports – general risk assessment				4	2			67		5	8		86
SO1 – Other publications (external scientific reports/event reports) – general risk assessment								1		14			15
– Other publications - external scientific report								1		14			15
– Other publications - event report										-			

Questions per strategic objective and type of output	REPRO							RASA					
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	TOTAL
SO1 – Sub total – general risk assessment			**3**	**7**	**5**	**54**	**0**	**152**		**36**	**11**		**268**
SO1 – EFSA scientific outputs – evaluation of regulated products		100	106	10	48	83	40			1			388
Of which:													
– conclusion on pesticides peer review						3	40						43
– opinion of the scientific committee / scientific panel		100	106	10	48					1			265
– guidance of the scientific committee / scientific panel													
– statement of the scientific committee / scientific panel													
– reasoned opinion						75							75
– scientific report of EFSA													
– guidance of EFSA													
– statement of EFSA						5							5
SO1 – Technical reports – evaluation of regulated products					6		6						12
SO1 – Other publications (external scientific reports/event reports) – evaluation of regulated products				3	2								5
– Other publications - external scientific report				3	2								5
– Other publications - event report													
SO1 – Sub total – evaluation of regulated products		100	106	13	56	83	46			1			**405**
SO1 – Total		100	109	20	61	137	46	152		37	11		**673**
SO2 – Widen EFSA's evidence base and optimise access to its data													
SO2 – EFSA scientific outputs								5					5
SO2 – Technical reports											3		3
SO2 – Other publications (external scientific reports/event reports)								12			5	1	18
– Other publications - external scientific report								12			5	1	18
– Other publications - event report													
SO2 – Total								17			**8**	**1**	**26**

Questions per strategic objective and type of output	REPRO								RASA				
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	TOTAL
SO3 – Build the EU's scientific assessment capacity and knowledge community													
SO3 – EFSA scientific outputs													
SO3 –Technical reports				1						2		1	4
SO3 – Other publications (external scientific reports/event reports)									4				4
– Other publications - external scientific report									4				4
– Other publications - event report										-			
SO3 – Total				**1**					**4**	**2**		**1**	**8**
SO4 – Prepare for future risk assessment challenges													
SO4 – EFSA scientific outputs			2	2		1	6	2		1	1	8	23
Of which:													
– opinion of the scientific committee / scientific panel				1			2	2		1		3	9
– scientific report of EFSA						1					1		2
– statement of the scientific committee / scientific panel				1			1						2
– guidance of the scientific committee / scientific panel			2									4	6
– guidance of EFSA (regulated products)							3					1	4
SO4 – Technical reports			2				8					7	17
SO4 – Other publications (external scientific reports/event reports)			1		1		5	16	4	2	3	6	38
– Other publications - external scientific report					1		4	16	4	2	3	5	35
– Other publications - event report			1				1			-		1	3
SO4 – Total			5	2	1	1	19	18	4	3	4	21	**78**
Total questions	**0**	**100**	**114**	**23**	**62**	**138**	**65**	**187**	**8**	**42**	**23**	**23**	**785**

Appendix B — Resource allocation per strategic objective in 2021

Table 39. Resource allocation in SO1 — 2021 projects and processes.

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
BUS	LA	E12.07.01 Confidentiality Assessment	OPERATIONAL	4.7	499
BUS	LA	E12.07.02 Content sanitation	OPERATIONAL	1.5	163
COMCO	COM	E09.02.01 Communication advice	OPERATIONAL	1.3	137
COMCO	COM	E09.02.04 Translation	OPERATIONAL	1.0	172
COMCO	COM	E09.04.01 Social Advice & Research	OPERATIONAL	2.0	518
COMCO	COM	E09.02.03 Web content management	OPERATIONAL	-	119
COMCO	COM	E09.03.01 Dissemination	OPERATIONAL	5.3	3,322
COMCO	COM	E06.02.01 Media relations Management	OPERATIONAL	3.4	537
COMCO	COM	E09.01.01 EFSA Journal	OPERATIONAL	4.2	1,150
COMCO	COM	E09.02.03 Web content management	OPERATIONAL	4.0	429
COMCO	COM	D01.01-ENV20-COMMS-Y5 Public perception flash monitor	OPERATIONAL	0.2	117
COMCO	COM	D01.01-ENV20-COMMS-Y6 Hazard vs. Risk	OPERATIONAL	0.2	287
COMCO	COM	E09.03.02 Social Media	OPERATIONAL	2.6	295
COMCO	ENCO	E06.03.01 Stakeholders Relations Management	OPERATIONAL	2.9	678
COMCO	ENCO	D01.01-COMMS-36 Large scale engagement	OPERATIONAL	0.9	497
COMCO	ENCO	E06.03.02 Open Plenaries	OPERATIONAL	0.2	21
ED	ED	P-ED-14 Risk assessment project ART	OPERATIONAL	10.6	4,384
ED	ED	D01.01-ED-16 Relationship Management Project ART	OPERATIONAL	8.3	5,032
RASA	ALPHA	E02.01.01 Art. 29 - Animal Welfare	OPERATIONAL	12.4	2,877
RASA	ALPHA	E02.01.02 Art. 29 - Plant Health	OPERATIONAL	18.9	5,200
RASA	ALPHA	E02.02.01 Art. 31 - ALPHA	OPERATIONAL	0.0	150
RASA	AMU	E02.02.02 Art. 31 - AMU	OPERATIONAL	5.2	2,065
RASA	BIOCONTAM	E02.03.03 Zoonoses	OPERATIONAL	1.3	687
RASA	BIOCONTAM	E02.03.02 TSE	OPERATIONAL	0.2	82
RASA	BIOCONTAM	E02.03.01 AMR	OPERATIONAL	1.1	146
RASA	BIOCONTAM	E02.01.04 Art. 29 - Biological Hazards	OPERATIONAL	4.4	1,330
RASA	BIOCONTAM	E01.01.01 Animal by-products	OPERATIONAL	0.9	158
RASA	BIOCONTAM	E02.02.03 Art. 31 - Multinational foodborne outbreaks	OPERATIONAL	1.8	210
RASA	BIOCONTAM	E02.01.05 Art. 29 - Contaminants	OPERATIONAL	7.7	1,963
RASA	BIOCONTAM	E01.01.02 AMT - Decontamination dossiers	OPERATIONAL	0.0	4

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
RASA	DATA	E02.02.05 Art. 31 - DATA	OPERATIONAL	0.7	76
RASA	DATA	E02.03.04 Annual report on pesticide residues	OPERATIONAL	1.8	191
RASA	SCER	E05.01.02 Cross Cutting WG Management	OPERATIONAL	1.4	564
REPRO	APDESK	E06.01.01 Applicants Management	OPERATIONAL	3.8	455
REPRO	APDESK	E06.01.03 Pre-submission Advice (Renewal)	OPERATIONAL	5.2	554
REPRO	APDESK	E06.01.04 Notification of Studies	OPERATIONAL	3.0	324
REPRO	APDESK	E06.01.02 Pre-submission Advice	OPERATIONAL	5.2	558
REPRO	FEED	E02.02.07 Art. 31 - Feed Additives	OPERATIONAL	0.0	25
REPRO	FEED	E02.01.06 Art. 29 - Feed Additives	OPERATIONAL	0.3	34
REPRO	FEED	E01.01.03 Feed additives	OPERATIONAL	15.9	2,924
REPRO	FIP	E01.01.04 Flavourings Applications	OPERATIONAL	3.8	423
REPRO	FIP	E01.01.05 Flavourings Re-evaluation	OPERATIONAL	3.1	535
REPRO	FIP	E01.01.06 Food additives	OPERATIONAL	1.5	271
REPRO	FIP	E01.01.07 Food additives Re-evaluation	OPERATIONAL	8.7	1,425
REPRO	FIP	E01.01.08 Food contact materials (FCM)	OPERATIONAL	5.1	1,024
REPRO	FIP	E01.01.09 Enzymes	OPERATIONAL	7.4	1,285
REPRO	FIP	E02.01.08 Art. 29 - Packaging	OPERATIONAL	3.7	776
REPRO	FIP	E02.01.07 Art. 29 - Food ingredients	OPERATIONAL	0.9	165
REPRO	FIP	E01.01.12 Decontamination substances evaluation	OPERATIONAL	1.1	140
REPRO	GMO	E01.01.13 GMO applications	OPERATIONAL	9.1	1,671
REPRO	GMO	E02.01.12_Art. 29 - GMO	OPERATIONAL	2.4	321
REPRO	NUTRI	E02.01.09 Art. 29 - Nutri	OPERATIONAL	7.2	974
REPRO	NUTRI	E01.01.10 Novel Foods	OPERATIONAL	14.1	2,253
REPRO	NUTRI	E01.01.14 Health Claims	OPERATIONAL	1.4	235
REPRO	NUTRI	E01.01.15 Foods for special medical purposes and allergens	OPERATIONAL	0.3	49
REPRO	PRES	E01.02.06 MRL applications	OPERATIONAL	8.1	864
REPRO	PRES	E01.02.07 Assessment of existing MRLs	OPERATIONAL	4.6	495
REPRO	PRES	E02.02.12 Art. 31 - Assessment of the risks related to MRLs	OPERATIONAL	1.9	400
REPRO	PRES	E02.02.13 Preparation of the annual CCPR meeting	OPERATIONAL	0.3	33
REPRO	PREV	E01.02.01 Approval of new active substances	OPERATIONAL	4.8	513
REPRO	PREV	E01.02.02 Approval of basic substances	OPERATIONAL	0.6	66
REPRO	PREV	E01.02.03 Confirmatory information on active substances	OPERATIONAL	0.9	96
REPRO	PREV	E01.02.04 Amendments of the condition of approval of active substances	OPERATIONAL	0.1	7
REPRO	PREV	E02.02.11 Art. 31 - Approval of active substances	OPERATIONAL	4.1	1,228
REPRO	PREV	E01.02.05 Renewal of the approval of active substances	OPERATIONAL	14.1	1,502
Total SO1				**253.9**	**55,687**

Table 40. Resource allocation in SO2 — 2021 projects and processes.

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
BUS	TS	D01.01-ED-02 Information Management Programme	OPERATIONAL	2.4	963
BUS	TS	D01.01-ENV20-TS-Y1 DAMA 2.0	OPERATIONAL	1.5	963
RASA	ALPHA	D01.01-ALPHA-10.05 Data collection and analyses on animal disease outbreaks	OPERATIONAL	1.3	307
RASA	ALPHA	D01.01-ENV19-ALPHA-Y2 Integrated spatial analysis for biological RA RAMPRO	OPERATIONAL	0.8	359
RASA	AMU	E04.02.01 Literature Management	OPERATIONAL	1.8	939
RASA	BIOCONTAM	D01.01-BIOCONTAM-19 Interoperating 'One Health' system	OPERATIONAL	1.1	731
RASA	DATA	E04.01.01 Data Collection and Management	OPERATIONAL	10.9	1,613
RASA	DATA	D01.01-DATA-01 EU Menu	OPERATIONAL	0.7	457
RASA	SCER	D01.01-SCER-03.22 Acceptable Daily Intake (ADI) for exposure to copper	OPERATIONAL	0.5	112
REPRO	GMO	D01.01-ENV20-GMO-Y8 Repository and tools of EFSA GMO Sequences IMP	OPERATIONAL	0.2	76
Total SO2				**21.3**	**6,521**

Table 41. Resource allocation in SO3 — 2021 projects and processes.

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
BUS	CORSER	E17.01.01 Outreach activities	OPERATIONAL	2.6	781
BUS	HUCAP	D01.01-HUCAP-13 HUCAP-13 Expertise Management Programme	OPERATIONAL	0.2	26
BUS	HUCAP	E07.03.01 Learning & Development for Experts	OPERATIONAL	2.4	564
BUS	HUCAP	D01.01-HUCAP-02 Talent Management Project	OPERATIONAL	1.4	1,043
BUS	HUCAP	E07.01.03 Selection end recruitment of Experts	OPERATIONAL	2.2	232
COMCO	COMCO	D01.01-AFSCO-10 Pre-accession	OPERATIONAL	1.1	123
COMCO	ENCO	E08.01.01 Advisory Forum - Scientific Cooperation	OPERATIONAL	3.5	469
COMCO	ENCO	E08.01.02 Focal Points	OPERATIONAL	1.7	251
COMCO	ENCO	E08.01.06 Cooperation tools	OPERATIONAL	1.0	1,544
COMCO	ENCO	E08.01.03 Article 36 network	OPERATIONAL	0.6	61
COMCO	ENCO	E08.02.01 International Cooperation	OPERATIONAL	4.0	458
COMCO	ENCO	E08.01.04 Scientific networks coordination	OPERATIONAL	2.3	674
COMCO	ENCO	E08.03.01 Interagency Cooperation	OPERATIONAL	2.0	236
COMCO	ENCO	E08.01.07 EU-FORA	OPERATIONAL	1.1	1,648
COMCO	ENCO	E08.01.05 Scientific Risk Assessment capacity building	OPERATIONAL	1.0	205
ED	ED	D01.01-ED-11 Building a wider food safety research community	OPERATIONAL	1.0	147
ED	ED	D01.01-ED-20 EFSA conference 2022	OPERATIONAL	3.7	855
RASA	AMU	D01.02-AMU-10.03 R Services for EU projects (R4EU)	OPERATIONAL	0.3	280
RASA	AMU	D01.02-AMU-20 CROWDSOURCING: Engaging communities in scientific assessment	OPERATIONAL	0.2	422

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
RASA	AMU	D01.01-AMU-23 Joining forces at EU level - Artificial Intelligence	OPERATIONAL	0.8	351
RASA	RASA	D01.02-RASA-04 Knowledge & Innovation Communities (KICs)	OPERATIONAL	2.5	264
REPRO	FEED	D01.01-FEED-06 FEED production model	OPERATIONAL	0.2	27
Total SO3				**35.8**	**10,662**

Table 42. Resource allocation in SO4 — 2021 projects and processes.

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
COMCO	ENCO	E06.03.03 Public consultations	OPERATIONAL	0.9	94
ED	ED	D01.01-ED-21 SPIDO	OPERATIONAL	4.9	3,830
RASA	ALPHA	D01.01-ALPHA-10.01PLH procurement on Xylella vectors	OPERATIONAL	0.1	209
RASA	ALPHA	D01.01-ALPHA-10.02 Wild life surveillance	OPERATIONAL	0.3	281
RASA	ALPHA	D01.01-ALPHA-10.03 PLH preparedness to the risks of new plant pests	OPERATIONAL	0.1	409
RASA	ALPHA	D01.01-ALPHA-10.04 Athropod vectors	OPERATIONAL	0.5	667
RASA	ALPHA	D01.01-ALPHA-10.06 Syndromic Surveillance RAMPRO	OPERATIONAL	0.4	343
RASA	ALPHA	D01.01-ALPHA-10.07 Revision and update of AHAW Panel GD RAMPRO	OPERATIONAL	0.1	9
RASA	AMU	D01.01-AMU-10.07 Benchmark Dose Model (BMD)	OPERATIONAL	0.0	4
RASA	AMU	D01.02-AMU-21 RA Tools for the Safety of Global Food and Feed Supply Chains	OPERATIONAL	0.2	26
RASA	AMU	D01.01-AMU-29 Food Classification For Tracing ORPHAN	OPERATIONAL	0.2	426
RASA	AMU	D01.01-AMU-28 Data Collection Tracing ORPHAN	OPERATIONAL	0.5	352
RASA	AMU	D01.01-AMU-27 Tools for evidence management in global inf networks	OPERATIONAL	2.4	452
RASA	BIOCONTAM	D01.01-BIOCONTAM-18 AMR in environment	OPERATIONAL	0.1	19
RASA	BIOCONTAM	D01.01-BIOCONTAM-20 Water in food processing	OPERATIONAL	0.3	88
RASA	BIOCONTAM	D01.01-BIOCONTAM-12.03 QPS Self-TASK 2017-2019	OPERATIONAL	0.1	9
RASA	DATA	D01.01-ENV19-DATA-Y1 EU database of processing factors for pesticides RAMPRO	OPERATIONAL	0.1	10
RASA	RASA	D01.01-AMU-24 EFSA Framework for problem formulation RAMPRO	OPERATIONAL	0.1	152
RASA	RASA	D01.01-AMU-25 EFSA Template for protocol development RAMPRO	OPERATIONAL	0.0	4
RASA	RASA	D01.01-BIOCONTAM-14.05 Outsourcing of the application of NGS on noroviruses	OPERATIONAL	0.0	4
RASA	RASA	D01.01-SCER-03.13 Scientific Committee Guidance on aneugenicity assessment	OPERATIONAL	0.1	9
RASA	SCER	D01.01-SCER-03.15 Non-monotonic dose-responses	OPERATIONAL	0.0	40
RASA	SCER	D01.01-SCER-01 MUST-B RAMPRO	OPERATIONAL	0.4	371
RASA	SCER	D01.01-SCER-03.02 GD Characterise, document, explain uncertainties in RA RAMPRO	OPERATIONAL	0.4	43
RASA	SCER	D01.01-SCER-03.03 GD on the human, animal and environmental risk assessment	OPERATIONAL	0.2	26

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
RASA	SCER	D01.01-SCER-03.05 MixTox: RA of combined exposure to multiple chemicals	OPERATIONAL	0.4	39
RASA	SCER	D01.01-SCER-03.09 Update of the 2012 SC scientific opinion on the TTC	OPERATIONAL	0.0	4
RASA	SCER	D01.01-SCER-03.12 Synthetic Biology	OPERATIONAL	1.4	277
RASA	SCER	D01.01-SCER-07.01 Integrating new approaches in chemical risk assessment	OPERATIONAL	0.6	455
RASA	SCER	D01.01-SCER-13 EFSA's Activities on Emerging Risks	OPERATIONAL	0.2	17
RASA	SCER	E05.01.01 Methodologies Management	OPERATIONAL	0.9	328
RASA	SCER	E02.01.03 Art. 29 - Cross cutting Risk Assessment	OPERATIONAL	0.6	196
RASA	SCER	E03.01.01 Emergency Preparedness Management	OPERATIONAL	0.3	150
RASA	SCER	E03.02.01 Emergency Responses Management	OPERATIONAL	0.2	21
RASA	SCER	C03.02.01 ERI	OPERATIONAL	0.8	690
RASA	SCER	D01.01-SCER-12 RAM-Pro: Risk Assessment Methodology Programme	OPERATIONAL	2.9	310
RASA	SCER	E06.03.03 Public consultations	OPERATIONAL	0.9	94
RASA	SCER	D01.01-SCER-03.19 Capacity building for microbiome assessment RAMPRO	OPERATIONAL	0.6	60
RASA	SCER	D01.01-PREV-03 Update of the EFSA pesticides genotoxicity database RAMPRO	OPERATIONAL	0.3	182
RASA	SCER	D01.01-SCER-03.17 EFSA Toolkit for BMD analysis RAMPRO	OPERATIONAL	0.8	286
RASA	SCER	D01.01-SCER-03.16 Derivation of HBGV for food additives and other RP	OPERATIONAL	0.0	23
RASA	SCER	D01.01-SCER-03.21 New approach methodologies for RA of chemicals in food	OPERATIONAL	0.7	426
RASA	SCER	D01.01-SCER-03.18 Identification of emerging chemical risks in food RAMPRO	OPERATIONAL	0.6	476
RASA	SCER	D01.01-SCER-03.20 Read-across for Chemical RA in food safety RAMPRO	OPERATIONAL	0.4	416
RASA	SCER	D01.01-ENV20-SCER-Y5 Inter-human variability in toxicodynamics	OPERATIONAL	0.1	2,009
RASA	SCER	D01.01-ENV20-SCER-Y1 FFRAUD-ER	OPERATIONAL	0.3	134
RASA	SCER	D01.01-ENV20-SCER-Y3 Food safety new food/feed sources and production tech	OPERATIONAL	0.2	117
REPRO	FEED	D01.01-FEED-01 Feed Additives: Update of GD documents produced by the Panel	OPERATIONAL	0.0	25
REPRO	FEED	D01.01-FEED-07 Update of the GD on the renewal of feed additives authorisations	OPERATIONAL	0.0	4
REPRO	FEED	D01.01-ENV20-FEED-Y1	OPERATIONAL	0.8	238
REPRO	FIP	D01.01-FIP-24 Update guidance on the assessment of smoke flavourings	OPERATIONAL	0.4	92
REPRO	FIP	D01.01-FIP-25 Update the Guidance on Food Enzymes for Safety Evaluation	OPERATIONAL	0.6	183
REPRO	GMO	D01.01-GMO-09.03 Procurement on proteins with adverse effects	OPERATIONAL	0.0	4
REPRO	GMO	D01.01-GMO-09.04 PROC_HLADQ peptide modelling 2018	OPERATIONAL	0.0	2
REPRO	GMO	D01.01-ENV20-GMO-Y1 Development of a GIS-based tool	OPERATIONAL	0.2	17
REPRO	GMO	D01.01-ENV20-GMO-Y4 Refinement of the RA methodology for Open Reading Frames	OPERATIONAL	0.1	21
REPRO	GMO	D01.01-ENV20-GMO-Y5 Protein safety assess: in silico/in vitro tox and allergy	OPERATIONAL	0.2	20
REPRO	GMO	D01.01-ENV20-GMO-Y2 Consumption data on specific food commodities	OPERATIONAL	0.2	17
REPRO	NUTRI	E01.01.16 Infant nutrition applications	OPERATIONAL	0.7	121

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
REPRO	NUTRI	D01.01-NUTRI-16 Guidance documents for the substantiation of health claims	OPERATIONAL	0.1	9
REPRO	NUTRI	D01.03-NUTRI-21 Food allergens (thematic) grant	OPERATIONAL	0.0	4
REPRO	PRES	D01.01-PRES-01 OECD MetaPath: Incorporation of pesticide residue data	OPERATIONAL	0.2	23
REPRO	PRES	D01.01-DATA-25 PRIMo revision 4 (Pesticide Residue Intake model)	OPERATIONAL	0.9	94
REPRO	PRES	D01.01-PRES-05 RUEDIS database	OPERATIONAL	0.4	109
REPRO	PRES	D01.01-PRES-02 Review of the IESTI equations in 2019/2020	OPERATIONAL	0.0	4
REPRO	PRES	D01.01-ENV20-PRES-Y1 Pesticide Residue Assessment Tool (PRATo)	OPERATIONAL	0.1	10
REPRO	PRES	D01.01-PRES-03 Configuration IUCLID dossier eval active substances PPP by MS	OPERATIONAL	0.2	17
REPRO	PRES	D01.01-PRES-04 CRA of pesticides from 2020 onwards - RAMPRO	OPERATIONAL	3.1	407
REPRO	PREV	D01.01-PREV-01 Adverse Outcome Pathways- endocrine disruptors RAMPRO	OPERATIONAL	0.6	244
REPRO	PREV	D01.01-PRAS-07.09 RA for metals used as active substances	OPERATIONAL	0.4	75
REPRO	PREV	D01.01-PRAS-06.02 GD environ concentrations active substances of PPP in soil	OPERATIONAL	0.0	3
REPRO	PREV	D01.01-PRAS-06.08 Integrated testing strategy - developmental neurotoxicity pest	OPERATIONAL	0.4	120
REPRO	PREV	D01.01-PRAS-06.09 Update Gd exposure operators, workers, residents, bystanders	OPERATIONAL	0.6	119
REPRO	PREV	D01.01-PRAS-06.10 In vitro comparative metabolism	OPERATIONAL	0.2	74
REPRO	PREV	D01.01-PRAS-06.11 Revision of the EFSA GD on RA for Birds and Mammals RAMPRO	OPERATIONAL	0.4	117
REPRO	PREV	D01.01-PRAS-07.01 Operations of the Scientific Panel on PPP and their Residues	OPERATIONAL	0.4	182
REPRO	PREV	D01.01-PREV-02 Revision of the EFSA GD of the RA of PPP BEES RAMPRO	OPERATIONAL	3.9	514
REPRO	PREV	D01.01-PREV-04 Critical appraisal forms for ecotox studies RAMPRO	OPERATIONAL	0.2	18
REPRO	PREV	D01.01-PREV-06 Finalization of the draft GD photo transf PPR	OPERATIONAL	0.1	9
REPRO	PREV	D01.01-ENV20-PREV-Y2 Thyroid disruption in wild mammals and amphibians RAMPRO	OPERATIONAL	0.1	7
REPRO	PREV	D01.01-ENV20-PREV-Y4 Use and reporting of historical control data (HCD) RAMPRO	OPERATIONAL	0.4	51
REPRO	PREV	D01.01-ENV20-PREV-Y3 TKTD model dev for the long-term RA for birds RAMPRO	OPERATIONAL	0.1	9
REPRO	PREV	D01.01-PREV-07 GD on impact of water treatment processes	OPERATIONAL	0.1	214
Total SO4				**41.5**	**17,762**

Table 43. Resource allocation in SO5— 2021 projects and processes.

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
BUS	BUS	E10.01.01 Internal Coordination	TRANSVERSAL	41.0	4,383
BUS	CORSER	E15.01.01 Site Services Management	SUPPORT	5.1	541
BUS	CORSER	E18.01.01 Safety Management	SUPPORT	0.2	26
BUS	CORSER	E17.01.02 Meeting & Mission support	SUPPORT	0.8	201

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
BUS	CORSER	E18.02.02 Physical Security	SUPPORT	0.2	26
BUS	CORSER	E18.02.01 Business Continuity Management	SUPPORT	0.6	60
BUS	CORSER	E14.03.01 Deliver Services	OPERATIONAL	5.6	8,301
BUS	TS	E14.04.01 Enhance IT	OPERATIONAL	4.0	1,459
BUS	TS	E18.02.03 Information Security Management	SUPPORT	0.8	873
BUS	TS	D01.01-TS-01 ICTAT Network 2020 Chairing	OPERATIONAL	0.0	4
BUS	FIN	E11.01.01 Grants, Procurement & Contract Management	TRANSVERSAL	18.2	1,964
BUS	FIN	E16.02.01 Financial Services	SUPPORT	3.5	737
BUS	FIN	E16.02.02 Financial Verification	SUPPORT	2.4	258
BUS	FIN	E16.01.01 Accounting services	SUPPORT	1.4	162
BUS	GPS	P01.01.01 Multi annual & Annual Plan definition and review	SUPPORT	3.3	413
BUS	GPS	C03.01.01 Strategic Environment Analysis	SUPPORT	0.0	3
BUS	GPS	C02.01.01 Monitoring execution, reporting, ex post evaluation	SUPPORT	4.2	452
BUS	GPS	P02.01.01 Budget & Portfolio Definition & Review	OPERATIONAL	4.3	459
BUS	GPS	C04.02.01 Quality Management	SUPPORT	3.5	377
BUS	GPS	D01.03-EXO-07.01 Continuous Improvement	SUPPORT	0.8	1,066
BUS	GPS	C04.03.01 Documents and Records Management	OPERATIONAL	2.1	228
BUS	GPS	D01.01-EXO-12 Records and Correspondence Management Project	OPERATIONAL	0.6	275
BUS	HUCAP	E07.03.02 Learning & Development for Staff (former Hucap-06)	OPERATIONAL	12.1	1,298
BUS	HUCAP	E07.02.01 On/Off boarding of statutory and non statutory staff	OPERATIONAL	1.2	130
BUS	HUCAP	E07.03.03 Strategic needs analysis	OPERATIONAL	1.3	137
BUS	HUCAP	E07.01.02 Selection and recruitment staff	SUPPORT	6.7	956
BUS	HUCAP	E07.01.01 Attraction	SUPPORT	1.1	250
BUS	HUCAP	E07.02.04 Staff rights & obligations	SUPPORT	3.3	2,680
BUS	HUCAP	E07.02.03 Contract management	SUPPORT	0.3	29
BUS	HUCAP	E07.02.05 Payroll	SUPPORT	1.8	197
BUS	HUCAP	E07.03.04 Performance Management of Staff	SUPPORT	10.3	1,156
BUS	HUCAP	E07.03.06 Metrics and analytics	SUPPORT	0.2	17
BUS	HUCAP	E07.05.02 Staff Committee	SUPPORT	0.8	84
BUS	LA	E10.01.02 MB Coordination	SUPPORT	0.9	189
BUS	LA	E12.01.01 Legality & Regularity Promotion	SUPPORT	4.0	489
BUS	LA	C04.01.02 Repository and hierarchy of norms	SUPPORT	0.1	7
BUS	LA	E12.03.01 Pre-litigations and complaints	SUPPORT	0.8	121
BUS	LA	E12.02.01 Litigations Management	SUPPORT	0.3	170
BUS	LA	E12.04.01 Ethic and Fraud Prevention and Investigation	SUPPORT	0.6	76
BUS	LA	E12.06.01 Public Access to Documents Management	SUPPORT	4.0	423
BUS	LA	E12.05.01 Personal Data Protection Management	SUPPORT	0.6	69

Leading Dept	Leading Unit	Project/Process title	Operations/ Support	Total EFSA resources per project/process	
				FTE	Thousand EUR
BUS	LA	C01.01.01 Audit Management	SUPPORT	0.7	77
BUS	LA	C01.02.01 Risk management and internal control	SUPPORT	0.6	95
BUS	LA	E13.01.01 Competing Interests Management	OPERATIONAL	2.5	266
BUS	LA	D01.01-LRA-11 Objectivity Policy Project 2016	OPERATIONAL	0.1	9
COMCO	COMCO	E10.01.03 Internal communication	OPERATIONAL	3.6	382
COMCO	ENCO	E06.04.01 Institutional Relations Management	OPERATIONAL	3.7	420
COMCO	ENCO	E06.05.01 Ask EFSA	OPERATIONAL	1.4	149
ED	ED	E08.03.02 EUAN process	SUPPORT	1.9	205
ED	ED	P-ED-12 ART Programme	OPERATIONAL	6.7	2,300
ED	ED	D01.01-ED-15 Enabling services Project ART (former End2End Support)	SUPPORT	5.9	2,554
ED	ED	D01.01-ED-18 Organisational Design	SUPPORT	4.5	1,163
ED	ED	D01.01-ED-19 Parma 2020 ORPHAN	OPERATIONAL	0.7	71
RASA	AMU	D01.02-ITS-06 Innovation Management	OPERATIONAL	0.8	156
Total SO5				**186.4**	**38,596**

Appendix C — Projects and process improvement initiatives per strategic objective

Table 44. Projects and process improvement initiatives per SO — timelines and allocated resources overview.

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
		SO1- Expected impact/outcome Fit-for-purpose & timely advice to RM addressing stakeholders' expectations														
1			**Risk assessment project (ex. End2End Science) ART**	13,295,468	24.73	05/03/2019	31/12/2021									
2			**Renewal assessment of glyphosate (PRAG)**	0	0	26/05/2020	31/12/2022									
3			**Request to EFSA for a mandate to the Scientific Committee on an Acceptable Daily Intake (ADI) for exposure to copper**	194,572	0.72	04/06/2020	31/12/2021									
		SO1 Expected impact/outcome - Increased engagement of stakeholders in scientific activities														
4			**Large scale Engagement ART**	815,746	2.45	01/01/2020	31/12/2022									
5			**Relationship Management Project (ART)**	17,673,077	14.09	25/09/2019	31/12/2021									
	Closed		**Notification of studies -IMP**	44,001	1.98	11/10/2019	15/02/2020									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
		SO1-Expected impact/outcome - Strengthen outreach of communication and advocacy														
6			**Development of contextualized information on hazard vs. risk in 27 Member States**	270,000	0.25	01/01/2021	31/12/2022									
		SO1- Expected impact/outcome - Strengthened communication effectiveness analysis														
7			**Public perception Flash Monitor**	100,000	0.2	01/01/2021	31/12/2022									
		SO2-Expected impact/outcome - Increased standardisation and interoperability of data														
8			**Information management programme - IMP**	10,123,834	30.51	01/07/2014	31/12/2024									
9			**Consumption data on specific food commodities (protein supplements, pollen supplements, meat/dairy imitates)**	350,000	0.4	01/01/2021	31/12/2022									
10			**Repository and tools of EFSA GMO Sequences IMP**	320,000	0.96	01/01/2021	31/12/2024									
11			**Support to national dietary surveys in compliance with the EU Menu methodology**	2,229,363	6.64	18/05/2016	31/12/2024									
		SO2-Expected impact/outcome - Wider data coverage														
12			**Integrated spatial analysis for biological Risk Assessment - IMP**	630,000	5.33	01/01/2021	31/12/2023									
13			**Interoperating 'One Health' system for the collection and analysis of whole-genome sequencing (WGS) data from human and food/animal isolates IMP**	1,279,985	4.36	01/01/2020	31/12/2022									
		SO2-Expected impact/outcome - Improved access to data														
	Closed		**Matrix- IMP**	1,237,271	6.31	09/11/2016	15/02/2020									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
14			**DAMA 2.0 - IMP**	1,900,000	7.3	01/01/2021	31/12/2024									
15			**Data collection and analyses process on animal disease outbreaks and surveillance IMP**	7,025,325	17.46	05/12/2017	31/12/2021									
	Closed		**DATA DOI - IMP**	81,879	2.16	22/02/2017	31/12/2020									
		SO3- Expected impact/outcome - Increased RA efficiency at European and international level														
16			**Building a wider food safety research community**	216,500	7.83	29/01/2019	31/12/2023									
17			**EFSA's 4th Scientific Conference in 2022**	1,530,000	8.815	24/03/2020	31/12/2022									
18			**Expertise Management Programme - EMP**	829,850	8.10	22/09/2015	31/12/2021									
19			**FEED production model**	1,767	0.2	01/01/2019	31/12/2022									
		SO3-Expected impact/outcome - Building and sharing within the risk assessment community at individual level														
	Deprioritised		**Knowledge & Innovation Communities (KICs)**	0	7.09	22/08/2017	31/12/2023									
		SO3-Expected impact/outcome - Building and sharing within the risk assessment community at organisational level														
	Closed		**Strategic Approach to International Cooperation - RAMPRO**	181,674	51.18	04/04/2017	31/12/2020									
20			**Pre-accession project - Preparatory measures for the participation of IPA beneficiaries in EFSA**	119,300	12.86	08/10/2014	31/12/2021									
	~~**Process**~~	-	**EU-FORA: Fellowship Programme**	9,421,846	12.61	31/05/2016	31/12/2018			-	-	-				
		SO3-Expected impact/outcome - Strengthened capacity using innovative ways														
21			**Joining forces at EU level on the implementation of Artificial Intelligence - IMP**	3,333,387	6.77	22/01/2019	31/12/2027									
	Deprioritised		**Hackathon**	12,238	0.51	25/04/2018	31/12/2019									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
22			**Outsourcing on the application on Next Generation Sequencing on noroviruses RAMPRO**	0	0.24	20/03/2018	11/06/2021									
23			**CROWDSOURCING: Engaging communities effectively in scientific assessment**	1,670,620	3.12	11/11/2015	31/12/2024									
		SO4- Expected impact/outcome – Fostered use of new approaches and enhanced ability to anticipate and respond to risks														
24		4.1 - Preparedness	**PLH preparedness to the risks of new plant pests RAMPRO**	1,200,000	0.74	04/10/2017	02/11/2021									
25		4.5 - RA Methodology development-horizontal	**Benchmark Dose Model (BMD) - RAMPRO**	150,000	0.73	30/05/2017	30/04/2021									
26		4.6 - RA Methodology development-sectoral	**Revision of the EFSA Guidance on Risk assessment for Birds and Mammals RAMPRO - RAMPRO**	215,157	1.32	23/05/2017	31/07/2022									
27			**Science Studies and Project Identification & Development Office (SPIDO)**	40,793,674	48.56	19/05/2020	31/12/2024									
28			**Finalization of the draft guidance for consideration and parameterisation of photo transformation compounds in groundwater exposure assessment of plant protection products**	0	0.10	25/02/2020	31/12/2021									
29			**Identification of emerging chemical risks in food RAMPRO**	682,170	2.74	14/01/2020	30/06/2024									
30		4.2 - Chemical RA	**Protein safety assessment: in silico/in vitro toxicology and**	1,990,859	1.09	01/01/2021	31/12/2021									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
			allergenicity developments RAMPRO													
31			**Reading Frames analysis in GMO applications RAMPRO**	567,763	0.15	01/01/2021	31/12/2022									
32		4.2 - Chemical RA	**Use and reporting of historical control data (HCD) for regulatory studies RAMPRO**	154,384	1.16	01/01/2020	31/12/2021									
33		4.3 - Environmental RA	**Thyroid disruption in wild mammals and amphibian's identification of adverse outcomes in the context of adverse outcome pathway RAMPRO**	168,235	0.2	01/01/2021	31/12/2021									
34			**Configuration of the IUCLID database for use of dossier evaluation of active substances in plant protection products by MS**	104,102	0.2	01/09/2020	31/12/2021									
35			**Tools for evidence management in global information networks to achieve scientific advice on food and feed safety**	800,000	7.15	01/01/2021	31/12/2023									
36			**Ensure preparedness for the assessment of food safety of new food/feed sources and production technologies**	100,000	0.8	01/01/2021	31/12/2023									
37			**FFRAUD-ER framework for Food FRAUDs as a driver of food safety Emerging Risks**	400,000	1.15	01/01/2021	31/12/2023									
38		4.1 - Preparedness	**RAM-Pro: Risk Assessment**	9000000	24.52	16/06/2017	31/12/2024									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
			Methodology Programme - RAMPRO													
39		4.4 - Biological RA	**Capacity building for microbiome assessment RAMPRO**	0	3.02	28/01/2020	31/01/2023									
40			**EFSA's activities on emerging risks**	650,106	4.52	31/10/2014	31/12/2023									
41		4.1 - Preparedness	**Risk Assessment Tools for the Safety of Global Food and Feed Supply Chains (FPA BfR)**	725,211	2.02	02/12/2016	31/12/2021									
42		4.2 - Chemical RA	**Implementation and further method development for the cumulative risk assessment of pesticides from 2020 onwards - RAMPRO**	2,553,993	8.96	26/10/2020	31/12/2023									
	Closed	4.2 - Chemical RA	**Implementation of Cumulative Risk Assessment of Pesticides (part 1) - RAMPRO**	1400	0.59	01/07/2014	31/12/2020									
	Closed	4.2 - Chemical RA	**Implementation of Cumulative Risk Assessment of Pesticides (part 2) - RAMPRO**	604,310	24.49	01/01/2016	31/12/2020									
		4.3 - Environmental RA	**Data collection in support of the endocrine disruption (ED) assessment for non-target organisms**	125,818	0.18	01/08/2018	31/01/2020									
43		4.2 - Chemical RA	**Introducing new approach methodologies for hazard assessment and risk characterisation of chemicals in food RAMPRO**	1,950,000	3.28	18/02/2020	15/12/2027									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
44			**Development of a GIS-based tool to support the representativeness assessment of field trials for the agronomic/phenotypic characterisation of genetically modified plants - IMP**	230,000	0.45	01/01/2020	31/12/2023									
45			**Develop and implement a pipeline to analyse whole genome sequence (WGS) data provided in applications for regulated products dealing with microorganism - IMP**	210,000	1.93	01/01/2020	31/12/2022									
46		4.2 - Chemical RA	**In vitro comparative metabolism**	96,406	0.79	01/01/2018	31/12/2021									
47		4.2 - Chemical RA	**Allergenicity of GM plants**	309,636	2.55	04/04/2017	31/12/2022									
48		4.2 - Chemical RA	**Integrating new approaches in chemical risk assessment - RAMPRO**	6,054,567	6.39	05/08/2014	31/12/2023									
49		4.2 - Chemical RA	**Exploring in silico protein toxicity prediction methods-RAMPRO**	0	0.29	25/09/2018	31/12/2021									
50		4.2 - Chemical RA	**Development of an in-silico tool for HLA-DQ-peptide modelling - RAMPRO**	180,000	0.42	11/10/2018	#######									
51		4.3 - Environmental RA	**EFSA Guidance Document for predicting environmental concentrations of active substances of plant protection**	2,205	0.36	30/05/2017	30/11/2021									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
			products in soil - RAMPRO													
52			**Food & Feed classification for tracing purposes**	400,000	0.80	01/01/2021	31/12/2022									
53			**Data collection tool for tracing purposes in the context of urgent scientific advice**	300,000	1.39	01/01/2021	31/12/2022									
54		4.3 - Environmental RA	**Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides - RAMPRO**	304,138	1.21	30/05/2017	23/12/2021									
55		4.2 - Chemical RA	**Read across for Chemical Risk Assessment in food safety RAMPRO**	556,209	1.25	28/01/2020	15/03/2024									
56		4.4 - Biological RA	**Syndromic Surveillance RAMPRO**	300,000	2.40	04/02/2020	31/12/2022									
	Closed		**Repair action of the FOCUS surface water scenarios**	28,134	0.31	21/12/2016	31/12/2020									
57		4.3 - Environmental RA	**Request for a statement on a framework for conducting the environmental exposure and risk assessment for transition metals when used as active substances in plant protection products (PPP) - RAMPRO**	101,622	3.40	04/06/2019	28/02/2021									
	Closed	4.3 - Environmental RA	**Lepidoptera model - RAMPRO**	0	0.29	01/01/2018	31/12/2020									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
58		4.3 - Environmental RA	**MUST-B : EU efforts towards the development of a holistic approach for the risk assessment on MUltiple STressors in Bees -RAMPRO**	2,319,542	9.93	18/11/2015	30/06/2021									
59		4.4 - Biological RA	**Role of environment in the emergence and spread of antimicrobial resistance through the food chain**	86,940	0.64	01/01/2019	31/12/2021									
60		4.4 - Biological RA	**Arthropod vectors RAMPRO**	2,698,000	3.14	11/10/2019	31/12/2021									
61		4.4 - Biological RA	**Wildlife surveillance RAMPRO**	850,062	1.12	10/03/2017	31/12/2021									
	Closed		**WGS Umbrella - IMP**	448,489	4.92	25/07/2017	31/12/2020									
62		4.4 - Biological RA	**Synthetic Biology - RAMPRO**	617,551	9.93	01/01/2018	30/06/2022									
63		4.6 - RA Methodology development-sectoral	**Guidance documents for the substantiation of health claims**	43,992	1.98	12/04/2016	31/12/2023									
64		4.6 - RA Methodology development-sectoral	**Update of the guidance on the renewal of feed additives authorisations**	1,767	0.20	13/11/2015	31/12/2021									
65		4.6 - RA Methodology development-sectoral	**Update of the EFSA GD on exposure operators, workers, residents and bystanders in risk assessment**	194,116	2.36	26/01/2018	31/12/2022									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
		SO4-Expected impact/outcome - Harmonisation of risk assessment methodologies and accessibility of EFSA methods and tools														
66		4.6 - RA Methodology development-sectoral	**EFSA Toolkit for BMD analysis RAMPRO**	200,000	1.90	11/10/2019	15/12/2021									
67		4.2 - Chemical RA	**Pesticide residue intake model (PRIMO rev. 4) -RAMPRO**	230,000	2.81	11/02/2020	30/05/2022									
	Closed	4.6 - RA Methodology development-sectoral	**Animal dietary exposure assessment in EFSA: integration of existing FEED RAMPRO**	2,985	0.18	01/01/2019	31/12/2020									
68			**R Services for EU projects (R4EU): Assistance to the Assessment and Methodological support Unit (AMU) for the provision of services to EFSA on R coding, programming, ad-hoc R consultation (bug fixing, convergence issues faced, code optimization)**	1,433,575	3.29	18/11/2015	31/12/2023									
69		4.2 - Chemical RA	**Update of the EFSA guidance documents on the assessment of flavourings and smoke flavourings RAMPRO**	195,209	0.55	15/10/2019	30/04/2021									
70			**Update of Guidance on the Submission of a Dossier on Food Enzymes for Safety Evaluation**	124,058	0.8	07/07/2020	31/12/2021									
71		4.4 - Biological RA	**Revision and update of AHAW Panel guidance documents (self-task) RAMPRO**	0	0.12	04/03/2020	31/03/2021									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
72		4.3 - Environmental RA	**Development of a guidance document (joint with ECHA) on the impact of water treatment processes on residues of active substance or their metabolites in water abstracted for the production of drinking water RAMPRO**	200,000	0.91	10/09/2020	30/06/2023									
73			**Ruedis Database - IMP**	620,508	0.97	10/09/2020	#######									
74		4.3 - Environmental RA	**TKTD model development for the long-term risk assessment for birds RAMPRO**	300,000	0.2	01/01/2020	31/12/2021									
75		4.2 - Chemical RA	**Human inter-individual variability in toxicodynamics**	3,706,671	0.21	01/01/2020	31/12/2021									
76		4.2 - Chemical RA	**Update of the EFSA pesticides genotoxicity database RAMPRO**	250,000	1.76	11/12/2019	#######									
77		4.2 - Chemical RA	**Scientific Committee Guidance on aneugenicity assessment RAMPR0**	0	0.34	02/04/2019	31/12/2021									
78			**Microbiological Risks related to the use of water in processing and handling of fruits and vegetables and related control options**	82,972	0.95	29/09/2020	31/12/2023									
79		4.2 - Chemical RA	**OECD Metapath: Incorporation of pesticide residue data - RAMPRO**	667,988	1.29	25/06/2019	31/12/2021									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
80		4.5 - RA Methodology development-horizontal	**Guidance on how to characterise, document and explain uncertainties in risk assessment - RAMPRO**	20,250	2.27	25/11/2014	30/06/2022									
81		4.2 - Chemical RA	**Guidance on the human, animal and environmental risk assessment of the application of nanoscience and nanotechnologies in agro/food/feed - RAMPRO**	190,650	2.18	22/08/2018	30/11/2021									
82		4.5 - RA Methodology development-horizontal	**MixTox: Developing harmonised methods for the risk assessment of combined exposure to multiple chemicals - RAMPRO**	0	1.31	24/01/2017	30/04/2022									
83		4.5 - RA Methodology development-horizontal	**Update of the 2012 SC scientific opinion on the threshold of toxicological concern (TTC) - RAMPRO**	375,000	1.09	15/11/2016	31/12/2024									
84		4.5 - RA Methodology development-horizontal	**Review of the evidence for non-monotonic dose-responses - RAMPRO**	94,149	0.41	09/07/2019	31/10/2021									
	Deprioritised	4.5 - RA Methodology development-horizontal	**Scientific Committee guidance on appraising and integrating evidence from epidemiological studies for use in EFSA's scientific assessments RAMPRO**	116,797	0.8	01/01/2019	31/12/2022									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
	Closed	4.5 - RA Methodology development-horizontal	**Mapping, development, implementation and dissemination of cross-cutting RA guidance documents - RAMPRO**	0	0.23	16/01/2018	31/12/2020									
85			**Derivation of Health Based Guidance values (HBGV) for food additives and other regulated products that are also nutrients**	161,124	0.25	16/07/2019	31/12/2023									
86		4.3 - Environmental RA	**Revision of the EFSA Guidance of the Risk assessment of plant protection products Bees RAMPRO**	334,448	7.40	14/01/2020	20/03/2021									
87		4.3 - Environmental RA	**Critical appraisal forms for ecotox studies RAMPRO**	300,000	0.33	28/01/2020	31/01/2022									
88		4.5 - RA Methodology development-horizontal	**Development of Adverse Outcome pathways relevant for the identification - RAMPRO**	262,827	2.20	02/07/2018	31/12/2022									
89		4.5 - RA Methodology development-horizontal	**EFSA Framework for problem formulation RAMPRO**	139,294	3.41	05/03/2019	15/09/2021									
90			**Food Allergens**	0	0.36	09/02/2019	31/12/2022									
91			**Update of the guidance on the renewal of the feed additives authorisations**	1,767	0.20	27/03/2019	31/12/2021									
92			**Review of the IESTI equations in 2019/2020**	0	0.20	10/09/2019	31/12/2021									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
93		4.5 - RA Methodology development- horizontal	**Template for protocol development RAMPRO**	12,145	0.05	05/03/2019	30/06/2021									
		SO5- Expected impact/outcome - Efficient talent management and development														
94			**Organisational Design - ART**	1,123,700	10.12	25/02/2020	31/12/2023									
95			**Talent Management Project - EMP**	8,775,124	32.00	01/01/2014	31/12/2022									
	On hold		**EFSA Academy - EMP**	0	2.10	01/01/2018	31/12/2020									
	On hold		**Strategic Competencies Analysis - EMP**	577,820	1.25	26/01/2017	31/12/2020									
		SO5- Expected impact/outcome – Sound operational performance														
	Closed		**Governance ART**	28,930	0	25/09/2019	31/12/2020									
	On hold		**BIKE project IMP**	719,378	5.04	01/01/2018	31/12/2020									
	Closed		**DAMA project: Virtualisation of scientific data warehouse project (SDWH) and business data warehouse (BWH) IMP**	1,555,504	2.17	01/01/2018	31/12/2020									
		SO5-Expected impact/outcome – World class environment to achieve EFSA's strategic capabilities														
	Closed		**Digital collaboration IMP**	986,836	9.36	18/08/2017	31/12/2020									
96			**Enabling services (ex. End2End support) ART**	17,042,511	13.654	18/02/2020	31/12/2021									
	Closed		**Communication effectiveness analysis**	88,948	2.73	01/01/2019	31/12/2020									
		SO5-Expected impact/outcome - Assurance management and compliance with rules														
97			**Objectivity Policy - EMP**	102,275	3.52	16/11/2015	31/12/2021									
98			**Records and Correspondence Management - IMP**	1,297,799	6.02	15/12/2015	31/12/2022									
99			**Architecture Programme - ART**	8,071,991	17.22	10/09/2018	31/12/2021									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2016	2017	2018	2019	2020	2021	2022	2023	2024
		SO5 - Expected impact/outcome - Staying relevant in the organisational and institutional evolving context														
100			**D01.01-TS-01 ICTAC Network 2020 Chairing**	0	0.35	12/12/2019	31/12/2021									
101			**Parma 2020 – Framing EFSA's local activities *(budget incorporated in the events business as usual)***	0	1.98	01/01/2020	31/12/2021									

Table 45. Projects and process improvement initiatives per SO — milestones and benefits for 2021-2024[148]

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
SO1- Expected impact/outcome: Fit-for-purpose & timely advice to RM addressing stakeholders' expectations					
1	**Risk assessment project (ex. End2End Science) ART**	Integrated Project Plan Development and maintenance of Change Management Plan Development and maintenance of Communication Plan Development and maintenance of Training plan Updated consolidated package and description of all deliverables Ensure the coordinated implementation of all process WPs by reviewing proposed SOP, WIN and input and output packages from process flows that are interdependent within the project Ensure the consolidation and follow-up activities for the set of practical arrangements, as well as the consistency of subordinate documents (SOPs, WINs) across all work packages			This activity will be integrated into EFSA's strategic, portfolio, budget and environment-scan processes
2	**Renewal assessment of glyphosate (PRAG)**	Risk assessment Relations with AGG,GRG,SANTE,MSs Assessment of data	Communication and reputation - Media relations - Stakeholders engagement - Data dissemination		The project is aimed at the preparedness requested for the upcoming renewal activity of glyphosate and at optimizing the lesson learnt from the previous renewal
3	**Request to EFSA for a mandate to the Scientific Committee on an Acceptable Daily Intake (ADI) for exposure to copper**	Launch of the public consultation on the draft SC opinion on an Acceptable Daily Intake (ADI) for exposure to copper			The project aims to: - provide a scientific opinion on an ADI for copper that can be used by the Commission as a reference value in managing copper-containing regulated products - perform a new estimation of copper intake, taking into account all sources of exposure and by integrating different approaches and scenarios and all new

(148) The numbers in the first column refer to the project numbers in Table 31b.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
					data available to EFSA for the estimation of exposure - assess the contribution from all major sources of exposure, including pesticide residues, to the overall copper intake.
SO1- Expected impact/outcome: - Increased engagement of stakeholders in scientific activities					
4	**Large Scale Engagement**	Benchmark analysis informing the enhancement of Ask EFSA and CRM Implementation of the pilot phase at local level Selection of the 2 remaining pilots at EU level Piloting up to 5 new engagement methods in cooperation with Scientific Units at EU level Webinar + workshop on trust-related issues	International event bringing together different European and third country stakeholders and risk assessment bodies Closure of pilot phase		The project aims to build an engagement catalogue for a more effective and efficient dialogue with interested parties, increase alignment with other risk assessment bodies, increase visibility and awareness of EFSA's work in the context of the European food safety system for European citizens, increase the presence of EFSA and knowledge of EFSA's work in the scientific community, enhance participatory engagement with stakeholders and non-scientist audience leading to higher transparency, awareness and acceptance of EFSA's role in the food safety system, deploy the appropriate procurement tools to support the engagement process in a 'post-TR' environment and ensure its effectiveness and sustainability
5	**Relationship Management Project (ART)**	Updated cooperation mechanisms with EU Agencies Establishment of an External Steering Committee, i.e. an advisory body consisting of EFSA, three MSs (The Netherlands, Croatia and Germany) and three representatives. from the EC To review and endorse the outputs of the WP members to inform the General Plan on Risk Communication. To guide the WP's activities			The project aims at strengthening citizens' trust by while enhancing a participatory and open dialogue as well as increasing the role of MSs. Finally, through the establishment of the General Plan on Risk Communication, it will promote an integrated risk communication framework for both risk assessors and risk managers at national and Union level on all matters related to the food chain

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
		Draft a Risk Communication handbook Upon confirmation by SANTE, Develop Communication plan to inform laboratories affected by Good Laboratory Practice verification (GLP) Process to link risk assessors and risk managers at the EU and national level Product catalogue listing the communication products (e.g. videos, infographic etc.) used by EFSA, EC and Member States Guidance on options for dissemination of communication products to optimize outreach activities Societal listening mechanisms and methodologies to understand and address the risk perception of EU citizens EFSA core communication process and related documentation (SOP/WINs) Pilot of "food.eu" Design training and/or coaching for staff to ensure swift adoption of the changes			
CLOSED	**Notification of Studies IMP**				Increase Transparency as Studies reported in the Application Dossiers must be notified to EFSA
SO1- Expected impact/outcome: - Strengthen outreach of communication and advocacy					
6	**Development of contextualized information on hazard vs. risk in 27 Member States**	Development and implementation of qualitative research techniques to understand public information needs when it comes to hazard vs. risk	Initial communication material per Member State with localized content		The project aims to enhance the ability to clarify distinction between hazard vs. risk through coordinated communication with localized content tailored to specific citizen information needs.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
SO1- Expected impact/outcome: - Strengthened communication effectiveness analysis					
7	**Public perception Flash Monitor**	Identification of market operator and stand-by contract type finalisation. Flash poll on at least one topic with insights for communication			The project aims to enhance outreach of communication on emerging/new issues due to faster availability of insights from social research
SO2- Expected impact/outcome: - Increased standardisation and interoperability of data					
8	**Information management programme - IMP**	Programme management office for IMP projects Change management for major transformational projects in place	Programme management office for IMP projects Change management for major transformational projects in place	Programme management office for IMP projects Change management for major transformational projects in place	Ensure supervision, steering, coordination, monitoring of all projects in the araea of information and data management. Increase reuse and discoverability, quality, accessibility, traceability, visibility and interoperability of EFSA information and data. Ensure governance, automation, innovation and efficiencies in handling EFSA information and data. Ensure information privacy, data protection and information security and reduce legal risks. Increase reuse of corporate information and knowledge. Decrease costs of IT solutions handling EFSA information
9	**Consumption data on specific food commodities (protein supplements, pollen supplements, meat/dairy imitates)**	Collect information on potential needs. Update accordingly the scoping document including budget needs Launch of the procurement	Data collection by the external contractor and submission to EFSA	External report gathering consumption data on certain rarely/sporadically/episodically consumed food commodities that will serve the purpose of complementing the Comprehensive Food Consumption Database.	Collection of consumption data on certain food commodities that will serve the purpose of complementing the Comprehensive Food Consumption Database. The impact will be on the dietary exposure estimations (accuracy and representativity).
10	**Repository and tools of EFSA GMO Sequences IMP**	A feasibility study that evaluates the availability and accessibility of all the data needed An operational GIS-based tool coupled with a publicly available user-friendly interface	Revise and consolidate the EFSA CAT to include the field trial evaluations from the new tool A fit for purpose evaluation of the new tool and the revised CAT using real GMP test cases. A		The project aims to build EFSA's scientific assessment capacities by establishing a platform for sequence analysis after an automated quality check of DNA sequences in GMO dossiers.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
			recommendation report exploring the potential to expand the project to other domains in EFSA.		
11	**Support for national dietary surveys in compliance with the EU Menu methodology**	5 EU Menu deliverables + 1 set of data from Switzerland (volunteered to send data without funding)	5 EU Menu deliverables	2 EU Menu deliverables	A long-term objective of EFSA is the acquisition of a harmonised pan-European food-consumption database within the framework of the EU Menu process 'What's on the Menu in Europe?' (EU Menu).
SO2- Expected impact/outcome: - Wider data coverage					
12	**Integrated spatial analysis for biological Risk Assessment (SEED) – IMP** *Will be probably merged under the DAMA 2.0 project*	An inventory of spatial environmental data needed for risk assessment of biological and chemical hazards	A definition and review of the processes for data management for spatial environment data A design of the architecture to provide services for access to and use of the spatial environment data in the Azure Cloud	The deployment of the architecture and data services for spatial environment data Communication and capacity building strategy on the use of data services for EU Member States.	Risk assessment for biological hazards is landscape/real data-based and spatially and temporally explicit. Input data, such as climate, vegetation, crop, soil, animal husbandry and crop processing, need to be searchable and storable to ensure repeatability of RA. This project aims to set up data services easily consumable by EFSA staff and external users (Member States RA bodies and other stakeholders) to support this type of analyses in EFSA risk assessment.
13	**Interoperating 'One Health' system for the collection and analysis of whole-genome sequencing (WGS) data from human and food/animal isolates IMP**	Design of the EFSA infrastructure & workflows to collect, store and manage WGS data and comparable with ECDC WGS data Interoperable operations between EFSA and ECDC databases. An evaluation of the overall system and processes as designed are fit for purpose of multi-country outbreak detection and assessment	The tools and access for each data provider to query and performing data analysis on the EFSA data Allow the direct submission by MS to the database of standardised results (i.e. hashed alleles of the loci) obtained by using validated pipelines. Change Management for the new systems and workflows including Training		The project is looking for a system (composed of two interoperating workflows) based WGS data for performing joint cross-sectoral analyses together with ECDC, developing hypotheses on vehicles/sources of human infections and supporting investigation during multi-country foodborne outbreaks.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
			SOP's and WIN's resulting from the definition of the processes		
SO2- Expected impact/outcome: - Improved access to data					
CLOSED	**Matrix implementation phase — IMP**	Finalisation of dossier structures using OECD harmonised templates and other available standards Implementation and tests of FSCAP as single entry point for dossiers and integration with EFSA IT Systems Implementation of the Confidentiality Assessment process Implementation of the Dissemination process at the conclusion of the confidentiality assessment Continue the automation of REPRO RA (using case management approach) Finalisation of the IUCLID Pilot	Finalisation of FSCAP as single entry point for dossiers and integration with EFSA IT Systems and possibly with ECHA IUCLID modules (depending on the outcomes of the IUCLID Pilot). Finalisation of the Confidentiality Assessment process and transition into operations Implementation of the Dissemination process at the conclusion of the confidentiality assessment and transition into operations Continue the automation of REPRO RA (using case management approach) to be finalised in 2022 Integration of REPRO RA into SDWH and R4EU		Increased quality of submitted dossiers by having structured dossiers validated automatically Increased quality and speed of the RA by having structured dossiers Increased transparency during the RA process by having confidentiality assessment and dissemination processes and a case management approach (easy retrieval of the status of dossiers and phase of the RA Improved monitoring and management of the applications Reduced effort for correspondence/communication with applicants Increased customer satisfaction Increased openness by having non-confidential dossier data automatically published
14	**DAMA 2.0 - IMP**	To be defined in 2021 - Deliverable to be defined based on the HPAC agreements and Member States agreements implementing new data paradigm solutions (data lake, move code to data, shared IT platforms, API solutions, etc…) leveraging on the cloud solutions architecture.	To be defined in 2021 - Deliverable to be defined based on the HPAC agreements and Member States agreements. Deliverables implementing new data paradigm solutions (data lake, move code to data, shared IT platforms, API solutions, etc…) leveraging on the cloud solutions architecture.	To be defined in 2021 - Deliverable to be defined based on the HPAC agreements and Member States agreements. Deliverables implementing new data paradigm solutions (data lake, move code to data, shared IT platforms, API solutions, etc…) leveraging on the	The project aims to deliver a new Data Colllection/Data Storage/Data Analytics architecture, providing integrated and interoperable tools and cloud solutions enabling the management of new type and volumes of data and the incremental adoption of new processing techniques (e.g., Data Connection, A.I.. Machine Learning, Bioinformatics) in strong collaboration with EU Sster Agencies, EC, and the Member States.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
				cloud solutions architecture.	Development of common data solutions and services, sharing and saving IT costs.
15	**Data collection and analyses processes on animal disease outbreaks and surveillance – (SIGMA) - IMP**	Feasibility study of an automated process to integrate animal movement data to the SIGMA animal health data (postponed) Set of communication tools and strategy to promote SIGMA to stakeholders and train data providers (postponed) Implementation of an external (existing) web application for the analysis of data stored int he S-DWH (postponed) Business realisation report: assessment on data quality before and after SIGMA.	Not applicable	Not applicable	Easier data submission for the data providers (automated translation process) Quicker reaction in case of urgent data submission (unique data model for all diseases and animal populations, i.e. data mapping done only once) Data in EFSA highly standardised (no interpretation thanks to automated translation + standardisation across animal species and lab data), higher level of detail (farm level, lab result level). Clear overview of data ownership, responsibilities and flow of the data within each country Quicker and more sophisticated risk assessment analysis (thanks to higher data quality)
CLOSED	**Data DOI project - IMP**	Refinement of the solution			Availability of structured metadata for all data used and produced by EFSA. Easier retrieval, traceability and reuse of data underpinning EFSA's Scientific opinions. Increased transparency on data used or produced by EFSA Scientific Assessments for the public. Enhancement of EU Open Data Portal and IPCHEM by transferring metadata from EFSA data collections. Increased interoperability by having datasets described via open standard API

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
SO3- Expected impact/outcome - Increased RA efficiency at European and international level					
16	**Building a wider food safety research community**	EFSA's 2nd Risk Assessment Research Assembly (RARA) Cooperation established with the Coordination and Support Action (CSA) FoodSafety4EU on Food Safety Systems of the Future Involvement in the start-up of European partnerships relevant to Food Safety Increased synergies with research project	Cooperation with the Coordination and Support Action (CSA) FoodSafety4EU	Cooperation with the Coordination and Support Action (CSA) FoodSafety4EU	Foster the EU and international RA community to increase efficiency and effectiveness and reduce divergences in EU and global RA, thereby increasing trust in the EU food safety system
17	**EFSA's 4th Scientific Conference in 2022**	Pre-announcement of the Scientific Conference in 2022. Identification of the right format and design for the Scientific Conference in 2022 (e.g. finding the right balance between physical and virtual sessions). Launching the Conference microsite and opening the call for abstracts (for poster sessions and oral presentations).	Finalisation of the Conference programme and opening of public registrations. Publication of the book of abstracts as an EFSA Journal Supplement. 4th Scientific Conference in the second quarter of 2022. Publication of the Conference proceedings as an EFSA Journal special issue.	Envisioning workshop in preparation for the next (5th) Scientific Conference.	The intention of the Scientific Conference in 2022 is to depict the changing context in which the regulatory food and feed safety science operates, to examine how scientific advice can remain fit for purpose while contributing to the goal of a more sustainable future, and to reflect on the future strategic goals and directions for regulatory/policy science. Within the spirit of the 'One Health – One Environment' approach, the Conference is expected to be co-shaped/co-designed with the involvement of the ENVI Agencies and the JRC and based on input from Member States. Such a prestigious event would raise EFSA's scientific visibility in Europe and beyond, enable strengthening existing and creating new collaborations, and would contribute to exploring how food safety should evolve to meet the goals of a more sustainable future.
18	**Expertise management programme (EMP)**	Programme management office for EMP projects	Programme management office for EMP projects	Programme management office for EMP projects	Enhancing talents as EFSA's key asset in delivering safer food for European citizens. Ensuring the sustainability of future cooperation with external experts. Streamlining 'talent

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
					management' procedures and improving productivity with the support of best-of-breed technology.
19	**FEED production model**	Training material, on-site training, organisation of a field visit	Training material, on-site training, organisation of a field visit		Increasing the RA capacity in the FEED Unit, by keeping or increasing the scientific knowledge of FEED staff. On a long-term perspective the FEED - New way of working, could become the model for implementation in all EFSA units triggering a series of benefits as long term sustainability of the EFSA's work in particular in the field of regulated products, increase efficiency and predictability, enhance quality and consistency of scientific outputs, significant financial saving of the meeting costs.
SO3- Expected impact/outcome - Building and sharing within the risk assessment community at individual level					
DEPRIORITISED	**Knowledge & innovation communities (KICs)**				Capitalise on the expertise of EFSA staff members (and experts) and facilitate knowledge transfer, thereby bringing additional harmonisation to the way EFSA works and delivers risk assessments at EFSA. To boost innovation, creativity and free-thinking among the participants.
SO3- Expected impact/outcome - Building and sharing within the risk assessment community at organisational level					
CLOSED	**Strategic Approach to International Cooperation - RAMPRO**				Building and sharing within the risk assessment community at organisational level
20	**2019-2021 pre-accession project — preparatory measures for the participation of IPA beneficiaries**		Prepared and agreed new project proposal with DG NEAR and DG SANTE (Description of Action and the budget) in respect to the outcome of IPA survey on important areas for the scientific and technical cooperation		Increased scientific cooperation and networking activities among IPA countries, Member States and EFSA, especially on topics of mutual concern and during food safety crises.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
SO3- Expected impact/outcome - Strengthen capacity using innovative ways					
21	**Joining forces at EU level on the implementation of artificial intelligence IMP**	Expand Virtual Community to more EU Agencies and more use cases Data Model Definition for "Search Strategy" Phase of Systematic Review Initial Ontology for Food and Feed Safety Produce training material for "Data Extraction" Phase of Systematic Reviews (in cooperation with US EPA) Update EFSA Tool for "Abstract Screening" phase of Systematic Reviews	Expand Virtual Community to more EU Agencies and more use cases Apply AI to "Critical Appraisal" Phase of Systematic Reviews Apply AI to "Automatic Generation of Final Report" Phase of Systematic Reviews	Complete Ontology for Food and Feed Safety Apply AI to "Data Extraction" Phase of Systematic Reviews	Build further on experience obtained by the machine-learning feasibility studies (EFSA Assessment and Methodological Support Unit — AMU) to achieve the implementation of artificial intelligence approaches at EFSA level while exploring possible collaboration, sharing of experience and joint funding with other agencies and the Commission. Gain efficiency and broaden the scope of Systematic Reviews by automation using AI techniques. The current methodology is approaching its physical limits as it is barely able to cope with the amount of scientific research available today: such amount is destined to increase dramatically in the future. There are now 75 trials, and 11 systematic reviews of trials, per day, only in the scientific area of Medicine, and a plateau in growth has not yet been reached. There is as well a growing need to adapt current methodology to a situation where new research appears continuously, i.e., Cochrane's effort on "Living Reviews" and methods thereof. With a median age of 8 months since last search, most systematic reviews are already outdated on publication.
DEPRIORITISED	**Hackathon**				Software/apps developed by 'the crowd' to be used by EFSA to carry out its mission.
22	**Outsourcing on the application on next-generation**	Final External Scientific Report			Provide ready-to-use examples for different public health applications (e.g. surveillance, outbreak investigation). The main objective is to make use of NGS to identify and characterise noroviruses from the

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
	sequencing RAMPRO				relevant food sources (e.g. crustaceans, shellfish, molluscs, vegetables, fruits and the products thereof), the environment and human cases or asymptomatic carriers
23	**Crowdsourcing : engaging communities effectively in scientific assessment**	Signature of FWC for the provision to EFSA of services to support the use of crowdsourcing and citizen science - Signature of specific contract (e.g. Assessment of specific challenge/need opportunity determining if citizen science or crowdsourcing or innovation contest is appropriate to reply to the specific need/challenge; Definition of crowd to be engaged, deliverable and task to the crowd, strategies for communication and engagement; Provision of suitable platform/application; Setting up and implementation of the crowdsourcing or citizen science project) - Communication activities (e.g. presentations at Advisory Forum, focal points, Emerging Risks Exchange Network)	-Signature of specific contract (e.g. Assessment of specific challenge/need opportunity determining if citizen science or crowdsourcing or innovation contest is appropriate to reply to the specific need/challenge; Definition of crowd to be engaged, deliverable and task to the crowd, strategies for communication and engagement; Provision of suitable platform/application; Setting up and implementation of the crowdsourcing or citizen science project) - Final report of WP2 Crowdsourcing: Engaging communities effectively in food and feed risk assessment (Exploring the collaborative model) - Communication activities (e.g. presentations at Advisory Forum, focal points, Emerging Risks Exchange Network)	- Signature of specific contract (e.g. Assessment of specific challenge/need opportunity determining if citizen science or crowdsourcing or innovation contest is appropriate to reply to the specific need/challenge; Definition of crowd to be engaged, deliverable and task to the crowd, strategies for communication and engagement; Provision of suitable platform/application; Setting up and implementation of the crowdsourcing or citizen science project) - Communication activities (e.g. presentations at Advisory Forum, focal points, Emerging Risks Exchange Network))	Wider data coverage. Increased engagement of stakeholders in scientific activities. Fostered use of new approaches. Enhanced ability to anticipate and respond to risks
SO4- Expected impact/outcome - – Fostered use of new approaches and enhanced ability to anticipate and respond to risks					
24	**PLH preparedness to the risks of new plant pests RAMPRO**	EFSA Supporting Publication, External Scientific Report			Support to Member States in transboundary new plant pests outbreak (outbreaks of plant pests which involve more than one country)

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
					and reduction of key risk assessment uncertainties
25	**Benchmark dose model (BMD) - RAMPRO**	Bayesian framework to estimate model parameters of the extended family Targeted consultation Adoption of the Updated guidance + endorsement of the consultation report Training		New model averaging strategy for continuous response to be implemented in the web app in R4EU	Facilitate the use of the benchmark dose) approach in RA by EFSA experts and partners.
26	**Revision of the EFSA Guidance on Risk assessment for Birds and Mammals RAMPRO**		Public consultation of the revised version of the GD "Risk Assessment for Birds and Mammals" FSA Guidance Document on risk assessment for birds and mammals from plant protection products and Excel calculator tool (if needed)		The purpose of the revision of the EFSA guidance document, 'Risk assessment for birds and mammals', is to update and improve the current guidance document, taking account of the new legislative framework and the recent scientific research and developments. To provide a useable updated guidance document, it will first be necessary to develop specific protection goals for birds and mammals
27	**Science Studies and Project Identification & Development Office (SPIDO)**	4 Theme (concept) papers (wave 1): - New approach methodologies in Risk assessment - Artificial intelligence in the Evidence Management phase in Risk Assessment - Building a European partnership for next-generation, systems-based environmental risk assessment - Risk assessment of combined exposure to multiple chemicals Signature of the contracts for developing 4 roadmaps for action on the above-mentioned themes Envisioning and delivering 2 to 3 new themes papers (wave 2)	Deliver 4 roadmaps for action (wave 1) Signature of the contracts for developing 2 to 3 roadmaps for action (wave 2) Deliver 2 to 3 new theme (concept) papers (wave 3)	Deliver 2 to 3 roadmaps for action (wave 2) Signature of the contracts for developing 2 to 3 roadmaps for action (wave 3) Deliver 2 to 3 new theme (concept) papers (wave 4)	In the absence of a specific request under Article 32d of Regulation (EU) 2019/13816 by the European Commission, EFSA will dedicate part of its grant and procurement budget for the purpose of preparedness for verification studies. The areas of work would be those for which scientific studies are required and regulatory efforts are justified, to ensure that regulatory science does not fall behind scientific developments and potential new research methodologies of regulatory interest. Investing in commissioning scientific studies and projects to address scientific and methodological knowledge gaps in its regulatory areas, generating data and evidence, developing methodologies and communication science in a coordinated manner with larger EU and Member State research and innovation programmes (e.g. Horizon 2020,

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
					Horizon Europe), translating and complementing research findings into implementable risk assessment methodologies can strengthen the cooperation between EFSA and other EU/national institutions and reduce knowledge and communication gaps. This may thereby prevent triggering Article 30 requests on scientific divergences which have the potential to develop to Article 32d requests.
28	**Finalization of the draft guidance for consideration and parameterisation of photo transformation compounds in groundwater exposure assessment of plant protection products**	Technical report on the outcome of public consultation on the draft Guidance Publication of the final guidance			The project aims to improve the groundwater exposure assessment of metabolites giving recommendations on how to deal with metabolites formed via soil photolysis. Furthermore, the outcome of the project will promote a transparent and harmonised approach between Member States improving the peer-review process.
29	**Identification of emerging chemical risks in food RAMPRO**	Publication of the WG meeting minutes in accordance with the applicable SOPs		Technical report on the evaluation of all EFSA activities on chemical emerging risks	The main objectives of this project is to carry out activities to identify chemical emerging risks in food and collect additional data regarding identified emerging chemical issues
30	**Protein safety assessment: in silico/in vitro toxicology and allergenicity developments RAMPRO**	To develop an in silico toxicity prediction strategy. To investigate in vitro models that could integrate the in silico prediction via a literature search To define an up-to-date overall strategy for the allergenicity RA of proteins			The project aims to produce efficiency gains by publishing a revised guidance and a software, by accelerating and harmonising the risk assessments undertaken in EFSA and its partners.
31	**Refinement of the risk assessment (RA) methodology**	Tender preparation	A scientific opinion of the Panel addressing the Open Reading Frames analysis described above with a proposal for a refinement of		The project aim s to develop refined strategies for assessing new products derived from biotechnology

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
	for Open Reading Frames analysis in GMO applications		its RA methodology is proposed and to be published in 2022.		
32	**Use and reporting of historical control data (HCD) for regulatory studies RAMPRO**	Preparation and management of the workshop preparation and management of the procurement	Launch of the public consultation	Reporting of the public consultation in 2023	The project aims to: - provide clear indications to the petitioners on how HCD should be collected and presented to the regulatory authorities - provide clarification of the scientific boundaries of HCD use and in which context they should be considered critical for interpretation of the carcinogenesis and repro-developmental toxicity studies - Harmonise the evaluation of carcinogenicity and repro-developmental toxicity studies. This will further facilitate the decision-making process during the pesticides authorisation process
33	**Thyroid disruption in wild mammals and amphibian's identification of adverse outcomes in the context of adverse outcome pathway RAMPRO**	2 external reports and a final statement			• Give clear guidance to applicants and risk assessors at MS level and in EFSA on when that type of adverse outcome is relevant • Increase efficiency as the topic will not be discussed every time in experts' meeting • Increase consistency and harmonization between assessments • Increase harmonization between EFSA and ECHA
34	**Configuration of the IUCLID database for use of dossier evaluation of active substances in plant protection**	Developments and results will be communicated through IUCLID technical group (TG) and OECD IUCLID user group expert panel.			Following the finalisation of the IUCLID pilot for pesticides and the decision to use IUCLID for pesticide submissions, ECHA and EFSA are preparing for receiving pesticide applications in IUCLID format in March 2021. The aim of the project is to receive technical support from BFR to improve the IUCLID data formats for pesticides.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
	products by MS				These format changes will be implemented by ECHA in the October 2021 IUCLID release.
35	**Tools for evidence management in global information networks to achieve scientific advice on food and feed safety**	- Two coordination meetings of the steering group - One info session for Member States or related networks - Establishment of a common web space to disseminate results and activities of all areas under the framework partnership agreement	- Two coordination meetings of the steering group - One info session for Member States or related networks	Two coordination meetings of the steering group	Umbrella project to cover new framework partnership agreement between the German Federal Institute for Risk Assessment (BFR) and EFSA to enhance collaboration by exchanging methodologies, tools and training material and by benefiting from the experience of the other institution to avoid duplication of work. Tools (e.g. software, best practice document, curriculum, etc.) available to MSs Raise awareness of the tools developed through the partnership
36	**Ensure preparedness for the assessment of food safety of new food/feed sources and production technologies**	Customization of automatic tools to extract and visualise the information. Production of an external scientific report (JRC)	Piloting implementation of an engagement methods that have not yet been used by EFSA and by this way creating a bridge of knowledge between all the involved parties (dependency with the Large-scale engagement project)	Production of a technical report with the potential emerging risks and weak signals identified through the selected engagement procedure, and characterized in accordance to agreed criteria taking into account potential social concerns, that could be shared as part of EFSA emerging risks identification process and enrich the repository of ER or the platform that we will use in the future	The aim of the project is to include the knowledge of food-feed industry, academia, consumers, NGOs, and all the other interested parties to the process of identifying emerging risks and weak signals from the use of new/innovative food/feed sources and productions technologies. The project contributes to the EU 'A Farm to Fork' Strategy and achievement of sustainable safe food systems.
37	**FFRAUD-ER framework for Food FRAUDs as a driver of food safety Emerging Risks**	Data collection: - A network analysis presenting the actors intervening in the monitoring and assessment of FF incidents to identify key actors in the various sectors (see EFSA stakeholders engagement approach principles) in order to support	Interim report n.1 Methodology to extract and analyse data on FFs to determine drivers and trends of FFs leading to emerging issues and risks (e.g. with AI methodologies).	Interim report n.2 A framework for Food FRAUDs as a driver of food safety Emerging Risks. Taking stock of the information collected under D1 & D2, define a FFRAUD-ER framework for knowledge/data sharing	The aim of the project is to establish a framework comprising data/tools/methodologies and knowledge sharing via partnership/networking activities for the assessment of Food Fraud as drivers of emerging risks in food and feed safety

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
		EFSA in setting a FFP in the area of FFs - An inventory of available expertise, databases (DB), tools and methodologies in the area of FFs identification. This inventory should highlight gaps and possible new opportunities. - Review available definitions/terminologies in the area of FFs (both for EU and extra-EU contexts) (e.g. with extensive scientific literature reviews)		and exchange related to FF Final report	
38	**RAMPRO: risk assessment methodologies programme**	Coordination of the RAMPRO projects	Coordination of the RAMPRO projects	Coordination of the RAMPRO projects	Harmonisation of risk assessment methodologies. Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response.
39	**Capacity building for microbiome assessment RAMPRO**	Interim reports on ENV microbiomes & GUT microbiomes	Technical Interim Report	Final Technical Report	The project aims to increase the capacity of EFSA staff and experts on the possibilities for impact assessment on microbiota (Increased preparedness and response).
40	**EFSA's Activities on Emerging Risks**	Launch of the DEMETER 2 outsourcing activity	REACH3: Execution of the contract: Determining occurrence of prioritised substances (ECHA part of the advisory group, if option B)	REACH3: External scientific report	The outcome of these activities allows EFSA to prepare for future RA challenges (SO4) and support collaboration with other research and RA bodies at European level.
41	**Risk assessment tools for the safety of global food and feed supply chains (FPA BfR)**	- Final satellite workshop of the Advisory Forum with MSs - Annual newsletter (or on special occasions) - Users workshop on FoodChain-Lab (User conference)			Build up a communication structure between EFSA/BfR and scientific staff of the competent authorities in the Member States. Provide a harmonised approach for mapping and analysing global food and feed supply chains to the Member States. Establish a European food and feed safety model repository to the Member States. Discuss guidance on uncertainty analysis with the Member States and international authorities. Strengthen regional networks in Germany and neighbouring countries using EFSA practices

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
42	**Implementation and further method development for the cumulative risk assessment of pesticides from 2020 onwards - RAMPRO**	Development and validation of a prioritisation method Establishment of a CAG on cranio-facial malformations Development of new CAGs Retrospective CRAs in 2021 Action plan for a modular and open-source platform	Data collection of toxicological effects of pesticides Update of existing CAGs Retrospective CRAs from 2022	Implementation of the prioritisation method	The aim of the project is to it is appropriate to review the programme of work for the implementation of Cumulative Risk Assessment of pesticides from 2020 onwards based on the experience acquired and on recent achievements of the Scientific Committee in the area of the risk assessment of combined exposure to chemicals. The two projects previously produced in 2014 and 2016 will be closed, with residual activities reorganised and transferred to the new project.
Merged under the project "Implementation and further method development for the cumulative risk assessment of pesticides from 2020 onwards – RAMPRO"	**Implementation of cumulative risk assessment of pesticides (part 1) - RAMPRO**				Development and implementation of cumulative RA methodologies for pesticide residues in food, as requested by Regulation (EC) No 396/2005.
Merged under the project "Implementation and further method development for the cumulative risk assessment of pesticides from 2020 onwards – RAMPRO"	**Implementation of Cumulative Risk Assessment of pesticides (part 2) RAMPRO**				Development and implementation of cumulative RA methodologies for pesticide residues in food, as requested by Regulation (EC) No 396/2005.
CLOSED	**Data collection in support of the Endocrine Disruption (ED) assessment for non-target**	External scientific report including recommendations on how to perform and report hormonal measurements and on how to improve the reporting and interpretation of gross pathology in		-	Exploring the feasibility of measuring additional parameters and facilitating the interpretation of the results in the context of ED assessment of pesticides on non-target organisms

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
	organisms RAMPRO				
43	**Introducing new approach methodologies for hazard assessment and risk characterisation of chemicals in food RAMPRO**	Interim report on the results for the experimental case studies fulfilling the data gaps for 3 key EFSA risk assessments	4 APCRA case reports published in scientific journals: 2 cases led by EFSA and 2 including EFSA contributions Support to PREV/ANSES and CONTAM for updating the risk assessments for tebufenpyrad and PFASs	Second Workshop	The aim of the project is to create an EFSA leadership capacity in the use of New Approach Methodologies for Risk Assessment EFSA chemical risk assessments will be more informative and capable to address susceptible groups of the population Case studies will produce direct short-term benefits increasing and harmonising EFSA capacity for using this innovative methods in the RA of contaminants and regulated products
44	**Development of a GIS-based tool to support the representativeness assessment of field trials for the agronomic/phenotypic characterisation of genetically modified plants – IMP** *Will be probably merged with the DAMA 2.0 project*	A feasibility study that evaluates the availability and accessibility of all the data needed An operational GIS-based tool coupled with a publicly available user-friendly interface	Revise and consolidate the EFSA CAT to include the field trial evaluations from the new tool A fit for purpose evaluation of the new tool and the revised CAT using real GMP test cases. A recommendation report exploring the potential to expand the project to other domains in EFSA.		The aim of the project is to build EFSA's scientific assessment capacities by establishing a platform for sequence analysis after an automated quality check of DNA sequences in GMO dossiers.
45	**Develop and implement a pipeline to analyse whole genome sequence (WGS) data**	Definition of a service, that provides analysis of whole genome sequence (WGS) data provided in applications for regulated products dealing with microorganisms.	The analysis service implemented by the project will be rolled-out to internal users and external users (i.e. the Applicants)		The project is looking for a system (composed of two interoperating workflows) based WGS data for performing joint cross-sectoral analyses together with ECDC, developing hypotheses on vehicles/sources of human infections

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
	provided in applications for regulated products dealing with microorganism - IMP	The Infrastructure for data submission, storage, analysis and visualisation of the data generated by the analytical pipelines. A design for 3 WGS analytical pipelines able to handle raw data from bacteria, yeasts and fung			and supporting investigation during multi-country foodborne outbreaks.
46	**In vitro comparative metabolism**	EFSA PPR opinion on testing and interpretation of comparative inter-species in-vitro metabolism Technical report on Public consultation on EFSA PPR Opinion on testing and interpretation of comparative inter-species in-vitro metabolism			The aim of the project is to increase EFSA's international collaboration with the FAO/WHO on projects sharing EU pesticide monitoring data
47	**Allergenicity of GM plants**	Following up of the activity with the involvement of the international community (OECD, Codex Alimentarius)	Additional activities might be required for the implementation of any of the suggestions made by EFSA		The guidelines will be used by applicants to compile dossiers for evaluation by EFSA. Data production where the laboratories involved will test different proteins for their susceptibility to digestion using the condition principles described in the supplementary guidance document adopted in May 2017. After the completion of the EFSA procurement (foreseen end of 2019), EFSA will discuss the usefulness of such in vitro test for the risk assessment of proteins. In a subsequent step, the involvement of the international community (OECD, Codex Alimentarius) will be required to discuss how to implement any of the suggestions made by EFSA.
48	**Integrating new approaches in chemical risk assessment RAMPRO**	Publication of External Scientific Report: Modelling human variability in toxicokinetic and toxicodynamic processes using Bayesian meta-analysis, physiologically based modelling and in vitro systems	Training for staff and experts		Increase the use of cross-cutting guidance. Increase of the number of methods, tools made accessible to external users. Increased satisfaction of Member State partners (Advisory Forum), international partners and individual (expert) partners regarding

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
					the building and sharing of EU scientific assessment capacity and knowledge community at the organisational and individual levels.
49	**Exploring *in silico* protein toxicity prediction methods to support the food and feed risk assessment RAMPRO**	External Scientific report			To identify, list and cluster all proteins known to be associated with adverse effects 2) To identify molecular domains linked to proteins with adverse effects in humans and animals 3) To create a database that can be used for predicting protein toxicity
50	**Development of an *in silico* tool for HLA-DQ-peptide modelling RAMPRO**		Initial version of the software tool to be tested in the EFSA website Second Intermediate Report External Scientific Report	Completion of the project	Software tool for HLA-DQ-peptide modelling specifically designed for coeliac disease RA purposes. The project is expected to be finalised in the last quarter of 2023 with a final report and the final payment (20 %), since it includes month-long maintenance period
51	**EFSA Guidance Document for predicting environmental concentrations of active substances of plant protection products in soil RAMPRO**	Webinar for stakeholders presenting the software tool (PERSAM) and other higher tier software tools Webinar for stakeholders presenting the software tool and other higher-tier models.			Provide MS with a model and Guidance Document to facilitate the use of the proposed guidance and methodology for the evaluation of plant protection products according to Regulation (EC) No 1107/2009
52	**Food & feed classification for tracing purposes**	- Beta version of the data collection tool is ready for testing - Interface to Food Chain-Lab allows data analysis and reporting with FCL. - Revised data collection tool with enhanced user-friendliness (esp. integration of external support functionalities)	- Open accessible data collection tool in R4EU (esp. with manual and training material) - Workshop and training of MS on the data collection tool - AI tool to extract specific information (addresses, from RASFF notifications to		The project will provide an easy to use data collection tool within the R4EU: • The tool will replace the existing data extractions forms by a relational database. This will resolve most issues of data cleaning and consistency checks. • The tool will be able to directly interchange with FCL software via .json-files. This will enable EFSA to perform rapid analyses to identify the

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
			support the manual data extraction)		source of contamination; incl. full documentation. • The tool will be fit-for-purpose for traceability data during urgent requests for advice. This will directly support the relevant units of EFSA without additional help of data management. • The tool will be made available to MS for their investigations. This would allow the MS to report their data in RASFF already in a structured, machine-readable way. • The tool can be used by the EC for further improvements of the RASFF/IMSOC system. The EC will be engaged in the project as observers. • The project can also benefit from similar activities of the German BfR.
53	**Data collection tool for tracing purposes in the context of urgent scientific advice**	- Analysis of the theoretical aspects of possible food/feed classification systems to define quality criteria for later evaluations	- Tool to classify food and feed items within FoodEx2 for tracing purpose including a manual for coding - Training of MS for implementing and using the classification tool (integrated in D01.01-ENV19-AMU-Y2)		Optimization the application of FOODEX2 for tracing purposes Harmonization of tracing classification systems among MS An easy-to-handle, interoperable and fit-for-purpose food and feed classification for tracing purposes
54	**Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides RAMPRO**	Scientific opinion of PPR: development of an IATA case study Stakeholder workshop for the regulatory implementation of the battery Delivery of the ext. scientific report on the assessment of in vivo DNT endpoints vs the outcome of the in vitro battery OECD Guidance document on application and interpretation of			Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides, to be prepared for future risk assessment challenges in this area.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
		in-vitro developmental toxicity assays and definition of a tiered approach to testing and assessment			
55	**Read across for Chemical Risk Assessment in food safety RAMPRO**	Interim report on investigating the applicability of Rear Across for toxicological endpoints that are part for RA of chemicals in food/feed that are relevant to EFSA		Public consultation Adoption of the Guidance	Consistency in the methodology applied for our outputs for regulatory considerations. Clear definition of the applicability domain of read-across in chemical risk assessment in EFSA. Transparency and reproducibility of the methodology applied for our outputs for regulatory considerations for all stakeholders involved. Consistency in risk assessment methodologies and harmonisation between EU sister agencies such as ECHA.
56	**Syndromic Surveillance RAMPRO**	Launching of grant for member states and selection of proposals Inventory of citizen science initiatives useful for plant pest surveillance in different MSs and or EUPHRESCO Network Inventory of other stakeholder initiatives and non-official databases Kick off awarded grant	Publication of Technical report(s)		Possibility to detect new threats when they are possibly introduced (pro-activeness), delaying the intervention and limiting the initiatives to countermeasures (reactiveness). It also enhances support to MS and MS capacity building in detection of new plant and animal threats due to global changes.
CLOSED	**Repair action of the FOCUS surface water scenarios**				Support the evaluation of substances under Regulation (EC) No 1107/2009 (5) concerning the placing of plant protection products on the market and repealing Council Directives 79/117/EEC and 91/414/EEC
57	**Request for a statement on a framework for conducting the environmental exposure and risk assessment for transition**	PPR Statement EFSA Technical Report on the public consultation on the draft PPR Panel Statement on a framework for conducting the environmental exposure and risk assessment for transition metals when used as active			Copper used as a pesticide is essential for organic farming. Applicants for copper will have specific guidance facilitating the resubmission of the dossier and the Member State/EFSA assessment.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
	metals when used as active substances in plant protection products (PPP) - RAMPRO	substances in plant protects products (PPP)			
CLOSED	**Lepidoptera model - RAMPRO**				More realistic and robust predictions of the risks to non-target Lepidoptera and support regulatory decision-making and the implementation of proportionate risk mitigation measures at EU/national/regional/local levels.
58	**MUST-B: EU efforts towards the development of a holistic approach for the risk assessment on MUltiple STressors in Bees RAMPRO**	Publication of scientific opinion on the science behind the development of an integrated holistic approach for the risk assessment of multiple stressors in managed honey bees (*Apis mellifera*)			Develop a new and integrated RA methodology that is more representative of the real environmental conditions in which honeybee colonies live (i.e. bees operate at the landscape level and are affected by multiple stressors)
59	**Role of environment in the emergence and spread of Antimicrobial Resistance through the food chain**	Adoption & publication of the scientific opinion	Publication of the scientific opinion		Review the scientific evidence available on the main environmental sources leading to the contamination of food with antimicrobial-resistant bacteria and the routes through which antimicrobial-resistant bacteria can be transmitted throughout the food chain, ii) identify the antimicrobial-resistant bacteria of public health priority transmitted through such routes, iii) review existing or new strategies and control options to mitigate the risks deriving from those antimicrobial-resistant bacteria along the food chain to provide EU risk managers updated information on the options to manage AMR-related risks at the environmental level and more in general to contribute to the fight against AMR.

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60	**Arthropod vectors RAMPRO**	SLR Vector Control measures (VECTORNET) Update post-introduction section of Mintrisk model			EU preparedness to prevent vector-borne diseases (zoonotic and non-zoonotic). The update of EU distribution of vectors (36 diseases) allows quick risk assessment on vector-borne diseases in the EU and allows rapid control measures, if needed.
61	**Wildlife surveillance RAMPRO**	External Scientific Report on Data integrated into the data model Predictive model source code in R Three monthly updates of the geographical distribution and abundance and disease occurrence/prevalence of wildlife populations suitable for publication as online maps and charts Systematic review report and extracted dataset integrated in EFSA DCF Scientific reports based on an ad-hoc for technical/scientific advice or field mission			Improving networking of wildlife health professionals in the EU to increase the capacity and expertise for wildlife health surveillance in the EU. Strengthen the collaboration between EFSA and wildlife specialists in Member States, increasing the EU's preparedness for disease emergencies involving wildlife hosts.
CLOSED	**WGS Umbrella - IMP**				The project aims at using WGS data to identify and characterise microbial foodborne pathogens and other organisms
62	**Synthetic Biology - RAMPRO**	Draft opinion endorsed for public consultation at the SC November plenary	An opinion on the adequacy of the GMM guidance for food and feed An opinion on the adequacy of the GM plant guidance for food and feed		The mandate reflects the conclusions of previous scientific opinions at EU level and the need for an in-depth and updated assessment of the implications of new developments in synthetic biology for RA methodology. This assessment is also needed to develop the EU's position on this issue in international negotiations under the Convention on Biological Diversity and the Cartagena Protocol on Biosafety

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63	**Guidance documents for the substantiation of health claims**		In a stepwise manner, updating the remaining guidance documents, for example guidance on claims relating to bone, joint, skin and oral health	In a stepwise manner, updating the remaining guidance documents, for example guidance on claims relating to bone, joint, skin and oral health	The project aims to update guidelines to submit better-quality applications in a harmonised way
64	**Update of the guidance on the renewal of feed additives authorisations**	Update of Guidance on the renewal of feed additive authorisations			The project aims to deliver an updated guidance document to help the applicants in the submission of their dossiers in the most efficient manner. To this purpose, the guidance should be updated to avoid any differences with the most updated guidance documents and at the same time to ensure that the quality of the dossiers is up to a minimum qualitative standard and are compliant with EFSA requirements.
65	**Update of the EFSA GD on exposure operators, workers, residents and bystanders in risk assessment**	Draft updated EFSA guidance document on the assessment of operators, workers, residents and bystanders in RA for plant protection products Develop a WEB application based on R of the operator exposure Excel tool, including potential new developments and feedback from a working group	Feedback from EFSA staff and working group experts and instruction manual for users		Increased completeness, consistency and harmonisation with updated knowledge from the assessment of human non-dietary exposure to pesticides
SO4- Expected impact/outcome - Harmonisation of risk assessment methodologies and accessibility of EFSA methods and tools					
66	**EFSA Toolkit for BMD analysis RAMPRO**	Launch of the public consultation on the updated SC Guidance on the use of the BMD approach in risk assessment			The project will contribute to efficiency gains by publishing a platform of models and revised guidance, by accelerating and harmonising the risk assessments undertaken in EFSA and its partners.
67	**PRIMO revision 4 (Pesticide Residue Intake Model) - RAMPRO**	Technical report describing the main features of the model and the handling of the tool	Public Consultation, evaluation of comments Development of the final version of PRIM0 4 Technical report		The objective of the project is the development of a new IT tool that will allow performing dietary exposure assessment to pesticide residues in line with the internationally agreed methodologies, using the most up-to-date food consumption data available

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					in EFSA (incl. infants and young children).
CLOSED	**Animal dietary exposure assessment in EFSA: integration of existing feed consumption data - RAMPRO**	Technical report (publication			More harmonised approach in animal dietary exposure assessment at EFSA, thereby reducing possible divergences in the related EFSA assessments
68	**R Services for EU projects (R4EU): Assistance to the Assessment and Methodological Support Unit (AMU) for the provision of services to EFSA on R coding, programming, ad-hoc R consultation (bug fixing, convergence issues faced, code optimization**	New applications to be developed and upgrades of existing applications: Reengineering of exposure WEB apps (Upgrade of the MLT WEB app for SLR) Update of MDR WEB app Bayesian BMD app prototype Operator Exposure application indoor and outdoor usage Deployment of briskaR: Spatially explicit exposure-hazard model for environmental risk assessment	Exploring new ways of communication and methodologies: - Development of an application to generate interactive reports for Zoonosis Annual Data Collection - Creation of an application using MLTs for specific part of a risk assessment - Update of the TK plate app to include additional PBPK models - Development of a WEB app for designing and reporting Plant Pest Surveillance activities	Reengineering and upgrading Applications: - New app for Primo Model for pesticide exposure - Updating Bayesian BMD app to include additional prior distributions for BMD modelling	The project aims to establish a direct link/platform that could be of used with routine reporting (other than those provided through DCF, with the objectives to provide services to stakeholders within EU, such as annual monitoring reports) and at the same time could host web interfaces facilitating this process, which in turn will facilitate front-end (programming language) harmonization to create user-friendly interfaces within EFSA. This service would enable to use the same platform to create all user-friendly interfaces, and at the same time Member States, EU and International stakeholders could also directly benefit from the tools created by EFSA, with immediate impact to their work
69	**Update of the EFSA guidance documents on the assessment of flavourings and smoke flavourings - RAMPRO**	Public consultations with external stakeholders Technical report addressing the comments received during the public consultation. Publication of updated guidance for applicants on the submission of applications on smoke flavourings primary products			The project aims to update the existing guidance (upon request of te EC), also reconsidering the approach used for the estimation of dietary exposure and the protection of the environment

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		Adopted Guidance of the FAF Panel Scientific opinion, including public consultation			
70	**Update of Guidance on the Submission of a Dossier on Food Enzymes for Safety Evaluation**	Set up of the WG on Guidance Update on Food Enzymes under the CEP Panel, including the nomination of the Chair and vice-Chair; Publication of WG composition on EFSA website. First draft of the updated guidance produced by the WG on Food Enzymes. Draft endorsed by the CEP Panel for public consultation. Informative webinar on the public consultation. Launch of the public consultation as soon as the draft updated guidance document has been endorsed by the CEP Panel. Organisation of the technical meeting with the external stakeholders to address comments made to the draft updated guidance. Collection and compilation of the comments received from the external stakeholders on the draft updated guidance document. Publication of a technical report addressing the comments received during the public consultation. Publication of the updated adopted Guidance of the CEP Panel on the submission of application on food enzymes. Publication of a technical report on the outcome of the Public consultation.			The project aims to update the food enzyme scientific guidance

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
71	**Revision and update of AHAW Panel guidance documents (self-task) RAMPRO**	Draft GDs for final discussion and possible adoption by AHAW Panel Launch of Public Consultation on the updated draft GDs 1st draft opinions AH2009 and AW2012 to the panel Submitting both guidance documents for final discussion and possible adoption to the AHAW Panel			The updated guidance documents are expected to provide additional clarity and guidance in undertaking comprehensive risk assessment on questions linked to animal health and welfare. In the medium- to long-term, the updated guidance documents would also contribute to the further harmonisation of risk assessment approaches/practices in relation to animal health and welfare.
72	**Development of a guidance document (joint with ECHA) on the impact of water treatment processes on residues of active substance or their metabolites in water abstracted for the production of drinking water RAMPRO**	Launch of tender Contract signature	Draft Guidance for public consultation Launch of public consultation (joint with ECHA) Closing of public consultation	New publication of final Guidance	The project aimsto define the water treatment processes that would need to be addressed and the way that this should be done in the dossier and its assessment. The mandate has requested that uses of both plant protection products and biocidal products should be covered and that the way the assessments is done in both regulatory frameworks be common.
73	**Ruedis Database - IMP**	Training, User support and Documentation on the RUEDIS hosted service for key stakeholders Final report on the concept proposal for development of an organisational governance concept structure and the technical development required in order to open access to RUEDIS for EU Member States Design, develop and test the RUEDIS application, process workflows and information flows	Provide RUEDIS report generators to create human readable summaries of the pesticide residues trials data and processing studies data assessed in RUEDIS. Analysis and initial proposal for the most appropriate approach for handling common metabolites residue trials data for primary and rotational crops in RUEDIS.		The project aims to contribute to transition to structured scientific data is required in order to prepare EFSA for implementation of changes to the General Food Law (Regulation (EC) No 178/2002) for the adoption of standard data formats in relation to studies in regulated product dossiers and the related requirements from the European Commission.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
		to include the revised OHT 85-9 and OHT 85-9 templates. training, User support and Documentation on the hosted service for key stakeholders A Presentation and Final report on the Concept proposal for the development of an organisational governance concept structure and the technical development required in order to open access to RUEDIS for EU Member States Design, develop and test the RUEDIS application, process workflows and information flows to include the revised OHT 85-9 and OHT 85-9 templates			
74	**TKTD model development for the long-term risk assessment for birds RAMPRO**	Model with a user guide			The project aimsto improve the Environmental Risk assessment produced by EFSA and MS so as to provide better advice to risk managers.
75	**Human inter-individual variability in toxicodynamics**	Launch of a procurement call for proposals for the study of Inter-human variability in toxicodynamic in human cells			The project aim to increase the satisfaction from the methodology for scientific determination of interhuman variability of Toxicodynamic to generate Toxicodynamic uncertainty factors to be used in chemical risk assessment.
76	**Update of the EFSA pesticides genotoxicity database RAMPRO**	Signing of specific agreement with BfR under FPA			Increase the openness and transparency of EFSA by sharing data used in the EFSA risk assessment. Facilitate risk assessment in particular genotoxicity by providing easier and faster access to existing data. Motivate improvement of QSAR models and read-across for prediction of genotoxicity
77	**Scientific Committee Guidance on aneugenicity**	Publication of SC guidance on the assessment of Aneugenicity			The project aims to produce a guidance to be used by EFSA staff and experts during the evaluation of the genotoxicity of substances to prove that the compounds are not aneugenic.

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	assessment RAMPRO				
78	**Microbiological Risks related to the use of water in processing and handling of fruits and vegetables and related control options**		Adoption of the scientific opinion on the use of water in the processing and handling of fruits and vegetables and related control options	Publication of the scientific opinion	The scientific opinion delivered will provide an assessment of the microbiological risks relating to the use of water in the processing and handling of fruits and vegetables and related control options
79	**OECD Metapath: Incorporation of pesticide residue data - RAMPRO**	Deliverable Order form No 2 (338 maps) Training of staff on the use of Metapath External Scientific Report Closure of Procurement Contract			The OECD's MetaPath database is a unique database related to pesticide metabolism which makes it possible to see the metabolic pathways, experimental conditions in the studies, comparison of chemical structures, search for common metabolites, metabolic profile comparison, and structural potential to generate a metabolite of concern MetaPath database is integrated with the OECD QSAR Toolbox.
80	**Guidance on how to characterise, document, explain and communicate uncertainties in risk assessment RAMPRO**	Publication of Uncertainty WG meeting minutes in accordance with applicable SOPs	Impact analysis after the first 3 years of the implementation phase		Increased satisfaction of stakeholders concerning the guidance documents and harmonisation of risk assessment methodologies
81	**Guidance on the human, animal and environmental risk assessment of the application of nanoscience and**	Publication of Guidance of EFSA (and technical report of the PC) on technical requirements of regulated food and feed product applications to establish the presence of particles in the nanoscale			Increased preparedness for RA of nanomaterials in food/feed/environment Human/animal RA of nanomaterials is aligned with innovations and legal requirements Beneficiaries: Applicants, EFSA panels and staff, EC, MS RM

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
	nanotechnologies in agro/food/feed RAMPRO	Publication of Scientific guidance on risk assessment of the application of nanoscience and nanotechnologies in the food and feed chain: Part 1, human and animal health.			
82	**MixTox: Developing harmonised methods for the risk assessment of combined exposure to multiple chemicals RAMPRO**	Publication of Scientific Committee opinion on Scientific criteria for grouping chemicals into assessment groups for human risk assessment of combined exposure to multiple chemicals and of technical report on the public consultation on the SC guidance document on scientific criteria for grouping chemicals into assessment groups	Technical Report on the International Workshop on MIXTOX		Provide case studies to illustrate applications of these methods in the regulatory area (pesticides, contaminants, etc.).
83	**Update of the 2012 SC scientific opinion on the threshold of toxicological concern (TTC) - RAMPRO**	On hold			Harmonisation of RA methodologies: increased use of this cross-cutting guidance by EFSA panels
84	**Review of the evidence for non-monotonic dose-responses – RAMPRO**	Publication of a technical report on the Public Consultation on the draft Scientific Opinion			Review the biological plausibility of the non-monotonic responses for the end points considered
DEPRIORITISED	**Scientific Committee guidance on appraising and integrating evidence from epidemiological studies for use in EFSA's scientific**				Increased preparedness for RA of nanomaterials in food/feed/environment Human/animal Risk assessment of nanomaterials is aligned with innovations and legal requirements

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
	assessments RAMPRO				
CLOSED	**Mapping, development, implementation and dissemination of cross-cutting RA guidance documents RAMPRO**	Start of the implementation of the monitoring of the use of EFSA cross-cutting guidances.			Increased use of cross-cutting guidance documents Beneficiaries: EFSA's panels and units benefit measurement (KPI) Citation of guidance in EFSA's scientific assessments Increased harmonisation, scientific consistency and transparency across scientific assessments Satisfaction of stakeholders with the transparency of EFSA's scientific assessments
85	**Derivation of Health Based Guidance Values (HBGV) for food additives and other regulated products that are also nutrients**		Use the Scientific Committee statement by the EFSA panels in their sectorial assessments	Use the Scientific Committee statement by the EFSA panels in their sectorial assessments	The project aims at developing methodological guidance documents to be applied horizontally across EFSA's Panels. This will help to improve further the consistency between scientific opinions produced by EFSA, as well as harmonising the derivation of HBGV
86	**Revision of the EFSA GD of the RA of PPP BEES RAMPRO**	Finalisation of the Guidance on bees and pesticides after Public consultation			Updated and comprehensive guidance will improve the risk assessment delivered by EFSA, increase the harmonisation between MSs, will result in a more fit for purpose EU risk assessment for bees in line with higher requirements of the current legal framework to protect bee. The revised guidance, once implemented, will represent a huge step forward also for MSs and applicants. The outcome of the evaluations based on this guidance should therefore increase the confidence of the decision-making process regarding bees and biodiversity.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
87	**Critical appraisal forms for ecotox studies RAMPRO**	Signature of the contract Kick-off meeting Intermediate report/meeting			Increase the transparency of the study evaluation This project will implement strategic objectives 3 (Build the EU's scientific assessment capacity and knowledge community) and 4 (Prepare for future risk assessment challenges). In addition, with the implementation of 178 measures, the availability of critical appraisal tools, will be very strategic for enhance transparency, and for facing with the new tasks i.e. pre-submission advice; ad hoc verification studies.
88	**Development of Adverse Outcome Pathways relevant for the identification of substances having endocrine disruptors properties RAMPRO**	Development of AOP 1 and 2 Launch of public consultation for AOP 1 and 2 Finalization of AOP 1 and 2 after public consultation and submission to the AOP Wiki External Scientific report Launch of public consultation for AOP 3 and 4	Development of AOP 3 and 4 Finalization of AOP 3 and 4 after public consultation and submission to the AOP Wiki Scientific Opinion		The project will develop Adverse Outcome Pathways (AOPs) in the context of the OECD AOP conceptual framework, to prepare EFSA and the EU for the use of new methodologies in toxicology and chemical risk assessment for human and animal health.
89	**EFSA Framework for problem formulation RAMPRO**	Revision of the report Draft report Workshops with Units and Panels (pending hierarchy approval Final report			The project will fulfil the need for developing and standardising EFSA methods for problem and hypothesis formulation and testing and protocol development.
90	**Food Allergens**		External report		The outcome of this grant will contribute to harmonise methodologies in allergen risk assessment, particularly in relation to the methods of detection of allergens in food and in relation to dose-finding human clinical studies in food allergic subjects. Outcome: Fostered use of new approaches and enhanced ability to anticipate and respond to risks: EFSA identified in 2014 data gaps in allergen risk assessment which could hamper the establishment of threshold for

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
					allergen labelling. Some data gaps will be filled with the outcome of this grant Preparedness with data, methods and expertise to address a risk assessment question when received and mutually agreed: The outcome of this grant will prepare EFSA to address 100% of the questions which could be received in the future regarding thresholds for allergen labelling
91	**Update of the guidance on the renewal of feed additives authorisations**	Update of Guidance on the renewal of feed additive authorisations Technical report of the public consultation			The project aims to deliver an updated guidance document to help the applicants in the submission of their dossiers in the most efficient manner. To this purpose, the guidance should be updated to avoid any differences with the most updated guidance documents and at the same time to ensure that the quality of the dossiers is up to a minimum qualitative standard and are compliant with EFSA requirements.
92	**Review of the IESTI Equations**	Preparation of 3rd draft of discussion document for commenting and Submission of final discussion paper to Codex Secretariat			The project aims at developing a revised risk assessment methodology and international collaboration which are part of strategic objective 4 of EFSA (being prepared for future risk assessment challenges). EFSA formally supported the European Commission taking over responsibilities for chairing the eWG. The discussion document of the e-WG was finalised in February 2020. However, due to the SARS-COV-2 crisis, the follow-up activities (presentation and discussion of the discussion document to the 52nd CCPR meeting) have been postponed, since the CCPR meeting scheduled for April 2020 was cancelled. The project needs to be kept open until the 52nd CCPR meeting which is now tentatively scheduled for April 2021.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
93	**Template for protocol development RAMPRO**	Decision by MT on how to proceed (proposal: workshop with units/panels to gather their feedback; revision of document, possibly embedding also part on problem formulation; adoption as guidance by SC) Internal report summarizing the feedback from EFSA scientific officers and experts on the Draft Template for EFSA Protocol Development			Increased flexibility and scalability in the EFSA scientific computational environments by moving the Scientific Data Warehouse, DCF and R4EU to the EU Agencies Cloud. Allowing on-demand scalability for computational power and storage, Enabling future evolution for possible EU Agencies & Stakeholder involvement. Ensure independence of Data Scientists & Data Managers from IT specialists. Introducing automation and managed services around the Cloud resources Rationalization and decommissioning of on premise infrastructure.
SO5- Expected impact/outcome - Efficient talent management and development					
94	**Organisational Design - ART**	Ensure through the monitoring of the reserve list and an ad-hoc call for expertise a talent pool sufficient to satisfy EFSA's needs in terms of scientific production.	Ensure through the monitoring of the reserve list and an ad-hoc call for expertise a talent pool sufficient to satisfy EFSA's needs in terms of scientific production. A revised decision of the MB on the selection of expert members (Panel, WG) and associated documents SOP, WIN	Ensure through the monitoring of the reserve list and an ad-hoc call for expertise a talent pool sufficient to satisfy EFSA's needs in terms of scientific production. Implementation of a revised sourcing and selection process for the expert members (Panel, WG) reflecting the changes of the revised decision of the MB.	The project aims at selecting and recruiting the required competencies, staffing and expertise for the implementation of Transparency Regulation and secondly at reviewing the structural design of EFSA, to ensure alignment with the Transparency Regulation and, from a broader perspective, EFSA's readiness for the coming into force of the Transparency Regulation.
95	**Talent management project - EMP**	HR (Sysper) go-live of optional modules phase 2 DOI (FUSION) complete solution (including TR update) PERFORMANCE (FUSION) complete solution (ex ESS) GOALS (FUSION) complete solution (ex ESS) LEARNING MANAGEMENT SYSTEM (FUSION) complete solution (ex ESS)	HR (Sysper) go-live of optional modules phase 3 PERFORMANCE (FUSION) change management GOALS (FUSION) change management LEARNING MANAGEMENT SYSTEM (FUSION) change management		Attract, retain and develop talented and engaged Human Capital, being both staff and experts, while helping them grow and perform in line with EFSA's business operations and strategic objectives.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
ON HOLD	**EFSA Academy - EMP**				Anticipate the development of the competencies needed by Staff and Experts for a successful achievement of the EFSA strategy. Increase the retention of highly qualified staff.
ON HOLD	**Strategic competencies analysis — SCA project - EMP**				Answer the need of defining a new framework for competency-based workforce planning and management.
SO5- Expected impact/outcome - Sound operational performance					
CLOSED	**Governance ART**	Confidentiality Decision Making documentation adopted	Management board sops and guidance adoption.		The project aims at ensuring the development and finalisation of the regulatory framework required to implement the newly adopted provisions amending Regulation EC No 178/2002 and secondly at providing the centralised legal advice necessary to support the other projects within the ART programme and, from a broader perspective, EFSA's readiness for the coming into force of Transparency Regulation.
ON HOLD	**BIKE project - IMP**	Project on hold, once resumed: 2. Introducing 'manage by numbers' culture, supporting decision-making for middle and senior managers 3. Being prepared for future challenges by providing tools to perform data mining, simulations to anticipate future challenges and impact analysis	Project on hold, once resumed: 2. Introducing 'manage by numbers' culture, supporting decision-making for middle and senior managers 3. Being prepared for future challenges by providing tools to perform data mining, simulations to anticipate future challenges and impact analysis	Not applicable	Efficiency gains in corporate planning and monitoring processes (data collections, data cleaning, reporting preparation and simulations, streamlined planning and monitoring processes at corporate level) Processes and reports to perform business intelligence activities (data mining, simulations, impact analysis) at corporate level. Ensure decisions are based on proper reporting solutions at corporate level and at Unit level

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
CLOSED	**DAMA project: Virtualisation of scientific data warehouse project (SDWH) and business data warehouse (BWH) - IMP**				Increased flexibility and scalability in the EFSA scientific computational environments by moving the Scientific Data Warehouse, DCF and R4EU to the EU Agencies Cloud. Allowing on-demand scalability for computational power and storage, Enabling future evolution for possible EU Agencies & Stakeholder involvement. Ensure independence of Data Scientists & Data Managers from IT specialists. Introducing automation and managed services around the Cloud resources Rationalization and decommissioning of on premise infrastructure.
SO5- Expected impact/outcome – World class environment to achieve EFSA's strategic capabilities					
CLOSED	**Digital collaboration - IMP**				Digital technologies could help EFSA to strengthen internal team work, bond communities of experts and partners, enhance the Authority's ability to communicate with the larger scientific community and establish feedback mechanisms and improve transparency with the public at large. Well beyond technological support, Digital Collaboration is a set of practices to embrace networks of people to create business value, promoting measurable benefits in several strategically relevant areas. Improve productivity and efficiency of existing groups Enhance cross-silos collaboration Reduce duplication of work Enhance engagement and sense of belonging of all participants
96	**Enabling services (ex. End2End support) ART**	Automated system for managing BuS services delivery in SPOC and CSI logic Automated full-service catalogue through Service-Now			End-to-End Support Services Project aims at enhancing the efficiency and effectiveness of the so-called "enabling" processes, supporting the identification and setting up of measures needed for on time and

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
		Implement the best tool for central meeting management and overall for central meeting management process, as identified in process maps Map of MOS/other tools functionalities against TO-BE meeting organisation process – gap analysis and decision on gap closure Events automation tool implementation Reconfigured Oracle EPM to new OD framework and process and information needs Design training for staff to teach how to use the new tool			legally compliant implementation of the Transparency Regulation. As well project aims in harmonisation/leaning of the administrative support tasks.
CLOSED	**Communication effectiveness analysis**	Revised process architecture for the COMCO department that include fit for purpose objectives, and indicators to measure expected outcomes and impact. Measurement framework containing all information to enable decisions on which measurements to use and their resource implications, including possible alternative solutions to support decision making based on available resources. To help the decision-making process, methods for calculating return on investment in terms of cost, effectiveness and impact should be proposed.	Data model (standardised data relations, indicating data sources and inter-relatedness, etc. Data architecture. Update frequency, any data cleaning requirements, responsible person/function for data updates. Data repository for all data required for measuring. FTE analysis of managing the data gathering and reporting system. System requirements.		Development of a measurement framework for communication, engagement and cooperation
SO5- Expected impact/outcome - Assurance management and compliance with rules					
97	**Objectivity policy**	Competing Interest Rules for staff			Ensuring the review of EFSA's policy on independent scientific decision-making process in line with the enhanced levels of transparency and engagement to be attained after the implementation phase of the TERA Project.

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
					Ensuring the alignment of EFSA's rules on Declarations of Interest to the forthcoming Independence Policy 2017.
98	**Records and correspondence management project - IMP**	Adopt HAN solutions in collaboration with DIGIT: - Record and Correspondence management: ARES - Email Records handling: ARESLOOK - Record Storage: HERMES - Historical Archive: HPS Implement the new ODP and EPA 3.0 into the new EFSA File Plan Clean the physical paper archives (floor -2) Upgrade of OpenText Version and move it to the Cloud Implement a new ERW solution	OpenText dismissal, when no longer needed Clean the physical paper archives (floor -2)		Allowing simplification of record management in EFSA Legal Compliance with Historical Archive Obligations Easier retrieval of records in case of Public Access to Documents request. Reduction of the paper historical archive.
99	**ARtchitecture Programme - ART**	March 2021 all the measures required by the new Transparency Regulation are in force			EFSA needs to prepare for the forthcoming legislative amendment before its expected entry into force as of 2019. Given the size, number and impact of the changes to EFSA (mission, strategy, processes, organisation) and its stakeholders (applicants, Member States, MB), a coordinated approach is crucial
SO5 - Expected impact/outcome -Staying relevant in the organisational and institutional evolving context					
100	**D01.01-TS-01 ICTAC Network 2020 Chairing**	Annual reporting to the Head of Resources Network Hand-over to the incoming Charing Support to the organisation of ICTAC 37 and 38 meetings			The project aims to create a plan for the EFSA chairmanship of ICTAC (Information communication technology advisory committee) in 2020 and following hand-over in 2021.
101	**Parma 2020 (2021) framing EFSA's local activities**	Production and dissemination of communication material, liaison with the public and media Project plan, project reports Detailed conception, planning, management and execution/implementation of the various events Coordination, screening of			The activities/events are intended to reach out to the general public in Parma and Emilia Romagna Region and also to wider Italian and international audiences (via the related communication activities and incoming tourism). They are also intended to increase the relations with local Institutions (City Council etc.). Raising

#	Project name	Key milestones 2021	Key milestones 2022	Key milestones 2023	Benefits
		opportunities/invitations, selection of participants, briefing for participants			awareness/reputation locally will in the medium/long term benefit EFSA's working environment through positively influencing political/ administrative decisions (affecting EFSA's working environment) and EFSA's attractiveness as employer. Parma2020 will also allow EFSA staff to integrate with the local community. Volunteering staff participating in the events will feel rewarded by helping to disseminate a positive image of EFSA and in general staff and experts will appreciate seeing EFSA's brand associated to the city festival.

ANNEXES

Annex I. Organisational chart for 2021

1. Organisation and organisational chart

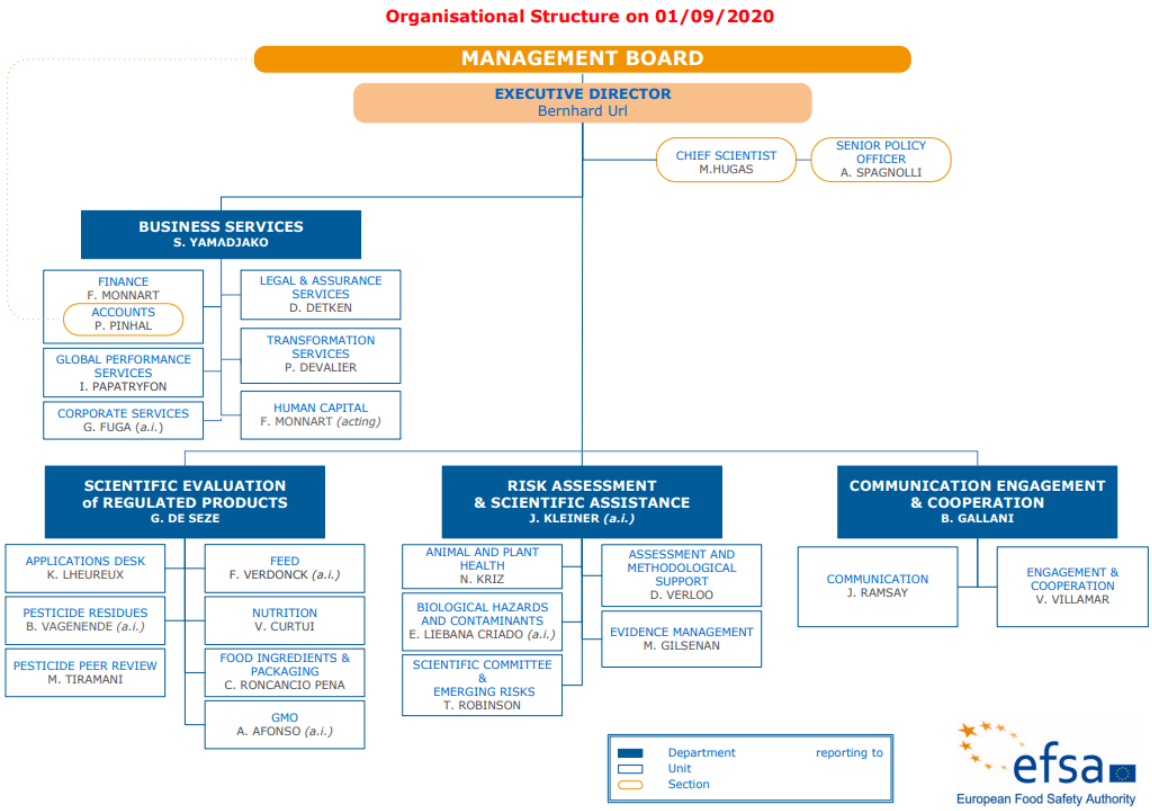

Figure 14. EFSA Organisational chart 2020

2. Post distribution

Org. Structure	Officials		TAs		CAs		TOT STATUTORY STAFF			SNEs		Grand Total
31/12/2020	TOT. POSTS	*of which vacant*	TOT. POSTS	*of which vacant*	TOT. POSTS	*of which vacant*	TOT. POSTS	*of which vacant*				
ED Total	**0**	***0***	**11**	***0***	**5**	***3***	**16**	***3***		**0**		**16**
ED (incl. "ED Pot")	0	*0*	11	*0*	5	*3*	16	*3*		0		16
REPRO Total	**2**	***0***	**116**	***3***	**55**	***6***	**173**	***9***		**5**		**178**
REPRO HoD Office	0	*0*	3	*0*	1	*0*	4	*0*		0		4
APDESK	0	*0*	6	*0*	7	*1*	13	*1*		1		14
PRES	0	*0*	17	*0*	11	*0*	28	*0*		1		29
PREV	0	*0*	25	*2*	9	*0*	34	*2*		1		35
GMO	1	*0*	19	*1*	6	*2*	26	*3*		0		26
FEED	0	*0*	12	*0*	4	*1*	16	*1*		0		16
NUTRI	0	*0*	14	*0*	10	*0*	24	*0*		1		25
FIP	1	*0*	20	*0*	7	*2*	28	*2*		1		29
RASA Total	**2**	***0***	**87**	***2***	**30**	***0***	**119**	***2***		**6**		**125**
RASA HoD Office	0	*0*	3	*0*	0	*0*	3	*0*		0		3
ALPHA	0	*0*	18	*0*	8	*0*	26	*0*		4		30
BIOCONTAM	0	*0*	21	*1*	3	*0*	24	*1*		0		24
AMU	1	*0*	14	*1*	3	*0*	18	*1*		0		18
DATA	0	*0*	18	*0*	12	*0*	30	*0*		1		31
SCER	1	*0*	13	*0*	4	*0*	18	*0*		1		19
COMCO Total	**0**	***0***	**38**	***0***	**17**	***0***	**55**	***0***		**4**		**59**
COMCO HoD Office	0	*0*	3	*0*	0	*0*	3	*0*		0		3
ENCO	0	*0*	15	*0*	7	*0*	22	*0*		4		26
COM	0	*0*	20	*0*	10	*0*	30	*0*		0		30
BuS Total	**1**	***0***	**100**	***4***	**39**	***3***	**140**	***7***		**1**		**141**
BuS HoD Office	0	*0*	5	*0*	0	*0*	5	*0*		0		5
FIN	1	*0*	21	*0*	8	*1*	30	*1*		0		30
FIN-ACCOUNT	0	*0*	2	*0*	0	*0*	2	*0*		0		2
HUCAP	0	*0*	21	*2*	7	*1*	28	*3*		1		29
LA	0	*0*	13	*0*	2	*0*	15	*0*		0		15
TS	0	*0*	17	*1*	7	*0*	24	*1*		0		24
GPS	0	*0*	6	*0*	5	*0*	11	*0*		0		11
CORSER	0	*0*	15	*1*	10	*2*	25	*2*		0		25
	5	***0***	**352**	***9***	**146**	***12***	**503**	***21***		**16**		**519**

Annex II. Resource allocation per activity for 2021-2024

1. Financial resources per strategic objective

Table 46. Anticipated evolution of budget allocations (% of the total EFSA budget).

EFSA's strategic objective	Executed in2019	Draft budget for 2020		Draft budget for 2021		Draft budget for 2022		Draft budget for 2023	
	million EUR	million EUR	%	million EUR	%	million EUR	%	million EUR	%
SO1. Prioritise public and stakeholder engagement in the process of scientific assessment	29.92	43.73	42%	55.69	43%	64.14	44%	69.42	46%
SO2. Widen EFSA's evidence base and optimise access to its data	4.93	4.69	5%	6.52	5&	8.91	6.77	7.10	5%
SO3. Build the EU's risk assessment capacity and knowledge community	7.84	9.60	9%	10.66	8%	19.11	13%	13.31	9%
SO4. Prepare for future risk assessment challenges	6.22	9.79	10%	17.67	14%	19.66	13%	26.11	16%
SO5. Create an environment and culture that reflects EFSA's values	31.01	35.23	34%	38.60	30%	38.27	25%	37.16	25%
— of which operations	13.76	174.21	17%	19.85	15%	19.85	13%	20.01	14%
— of which support	17.25	18.02	17%	18.75	15%	18.42	12%	17.15	11%
Total EFSA	**79.92**	**1103.04**	**100%**	**129.14**	**100%**	**150.09**	**100%**	**153.09**	**100%**
Of which Transparency Regulation (EU) 2019/1381		**25.60**			44.79		63.99		63.99

2. Human resources per strategic objective

Table 47. Anticipated evolution of staff allocations (% of the total of EFSA's FTEs).

EFSA's activities	Executed 2019	Forecast for 2020		Forecast for 2021		Forecast for 2022		Forecast for 2023	
	FTEs/ posts	FTEs/ posts	%	FTEs/ posts	%	FTEs/ posts	%	FTEs/ posts	%
SO1. Prioritise public and stakeholder engagement in the process of scientific assessment	194	216	43%	254	47%	311	52%	310	52%
SO2. Widen EFSA's evidence base and optimise access to its data	18	24	5%	21	4%	24	4%	24	4%
SO3. Build the EU's risk assessment capacity and knowledge community	31	31	6%	36	7%	34	6%	36	6%
SO4. Prepare for future risk assessment challenges	27	43	9%	41	8%	37	6%	30	5%
SO5. Create an environment and culture that reflects EFSA's values	192	190	38%	186	35%	194	32%	199	33%
— of which operations	71	83	17%	86	16%	90	15%	93	16%
— of which support	121	107	21%	100	19%	104	17%	106	18%
Total EFSA	**462**	**506**	**100%**	**538**	**100%**	**599**	**100%**	**599**	**100%**
Of which Transparency Regulation (EU) 2019/1381		**42**		75		106		106	

Table 48a. Distribution of Staff allocations (FTEs) and budget for the implementation of the Transparency Regulation measures, per TR objective, in 2021

YEAR 2021	INITIAL PLAN RESOURCES PROVIDED TO EFSA		UPDATED PLAN RESOURCE NEEDS	
TR MEASURES	FTES	BUDGET	FTES	BUDGET
Register of commissioned studies		0.28	4.5	0.74
IT support for data disclosure		1.68	0.0	0.00
Confidentiality checks	17.6	2.28	10.8	1.27
Appeals	5.9	0.76	0.0	0.00
SUBTOTAL	**23.5**	**5.00**	**15.3**	**2.01**
Register of commissioned studies	1.4	0.18	3.8	0.44
Pre-submission meetings upon request of the Applicant for new applications	4.3	0.56	7.9	0.97
Pre-submission meetings for all authorisation renewal with public consultation	3.0	0.39	6.5	0.76
Public consultation on all dossiers	6.0	0.77	4.4	0.52
Laboratory related audit	1.4	0.18	2.0	0.43
Additional ad-hoc studies	2.8	10.86	6.1	8.28
Toxicological studies (Horizon 2020 - FP9)	1.4	0.18	0.0	0.00
SUBTOTAL	**20.3**	**13.11**	**30.6**	**11.40**
MB with MSs & observers	0.1	0.10	0.0	0.00
21 Panel members		0.39	0.0	0.00
New indemnity regime panels experts		2.46	0.0	2.85
New indemnity regime working groups		4.50	0.0	0.00
New experts' selection process			0.0	0.00
Training for experts			0.0	0.15
Other experts related sustainability measures			0.0	0.00
Capacity building	1.7	0.61	0.0	0.00
Preparatory work sharing with MSs	4.8	9.58	12.0	7.84
Insourcing routine work	10.5	1.36	0.0	0.00
SUBTOTAL	**17.2**	**19.00**	**12.0**	**10.85**
Stakeholders engagement in RA process	8.8	2.18	4.4	0.86
Strengthen analysis of social science survey analysis	1.4	1.06	4.0	0.63
Strengthen advocacy: targeted messages, narrative, translations, etc.	3.4	3.41	5.0	2.76
SUBTOTAL	**13.5**	**6.65**	**13.4**	**4.24**
TRANSVERSAL SUPPORT TO RUN TR MEASURES				
STAFF RECRUITMENT, INDUCTION AND MANAGEMENT			3.0	0.35
BUILDING, OFFICE, IT EQUIPMENT & INFRASTRUCTURES (ADDITIONAL VOLUMES) SUPPORT			5.7	2.82
MANAGEMENT SYSTEMS ADAPTATION			0.0	0.01
PROCUREMENT (ADDITIONAL VOLUMES) SUPPORT			3.6	0.42
DATA MANAGEMENT SUPPORT			3.0	0.40
SUBTOTAL	**0.0**	**0.0**	**15.3**	**4.00**

YEAR 2021	INITIAL PLAN RESOURCES PROVIDED TO EFSA		UPDATED PLAN RESOURCE NEEDS	
TR MEASURES	FTES	BUDGET	FTES	BUDGET
DEVELOPMENT OF SOLUTIONS FOR TR	**74.5**	**43.75**	**86.7**	**32.52**
ADAPT OPERATING PROCESSES			23.5	10.55
ADAPT THE ORGANISATIONAL STRUCTURE			7.6	1.58
BUILDING, OFFICE, IT EQUIPMENT AND IT INFRASTRUCTURES ADAPTATION			7.6	5.36
COORDINATE CHANGE AND MONITORING IMPLEMENTATION			8.0	2.52
ADAPT DATA INFRASTRUCTURE TO SUPPORT DISCLOSURE OF INFORMATION COLLECTED			0.0	1.06
SUBTOTAL	**0.0**	**0.0**	**46.7**	**21.06**
GRAND TOTAL	**74.5**	**43.75**	**133.3**	**53.58**

Table 48b. Distribution of Staff allocations (FTEs) and budget for the implementation of the Transparency Regulation measures, per TR objective, in 2022

YEAR 2022	INITIAL PLAN RESOURCES PROVIDED TO EFSA		UPDATED PLAN RESOURCE NEEDS	
MEASURES	FTES	BUDGET	FTES	BUDGET
Register of commissioned studies		0.40	6.5	1.15
IT support for data disclosure		2.40	0.0	0.00
Confidentiality checks	25.2	3.26	24.0	2.83
Appeals	8.4	1.08	0.0	0.00
SUBTOTAL	**33.6**	**7.14**	**30.5**	**3.98**
Register of commissioned studies	2.0	0.26	4.0	0.47
Pre-submission meetings upon request of the Applicant for new applications	6.2	0.80	12.5	1.51
Pre-submission meetings for all authorisation renewal with public consultation	4.3	0.55	7.0	0.82
Public consultation on all dossiers	8.5	1.09	6.0	0.71
Laboratory related audit	2.0	0.26	2.0	0.86
Additional ad-hoc studies	4.0	15.52	10.5	14.93
Toxicological studies (Horizon 2020 - FP9)	2.0	0.26	0.0	0.00
SUBTOTAL	**29.0**	**18.73**	**42.0**	**19.30**
MB with MSs & observers	0.2	0.15	0.0	0.00
21 Panel members		0.55	0.0	0.00
New indemnity regime panels experts		3.52	0.0	5.48
New indemnity regime working groups		6.43	0.0	0.00
New experts selection process			0.0	0.00
Training for experts			0.0	0.61
Others experts related sustainability measures			0.0	0.00
Capacity building	2.4	0.87	0.0	0.00
Preparatory work sharing with MSs	6.9	13.69	18.0	8.32

YEAR 2022	INITIAL PLAN RESOURCES PROVIDED TO EFSA		UPDATED PLAN RESOURCE NEEDS	
MEASURES	**FTES**	**BUDGET**	**FTES**	**BUDGET**
Insourcing routine work	15.0	1.94	0.0	0.00
SUBTOTAL	**24.5**	**27.14**	**18.0**	**14.41**
Stakeholders engagement in RA process	12.5	3.12	7.0	0.94
Strengthen analysis of social science survey analysis	2.0	1.51	6.0	2.18
Strengthen advocacy: targeted messages, narrative, translations, etc.	4.8	4.87	7.0	4.41
SUBTOTAL	**19.3**	**9.49**	**20.0**	**7.53**
TRANSVERSAL SUPPORT TO RUN TR MEASURES				
STAFF RECRUITMENT, INDUCTION AND MANAGEMENT			4.5	0.53
BUILDING, OFFICE, IT EQUIPMENT & INFRASTRUCTURES (ADDITIONAL VOLUMES) SUPPORT			9.0	3.18
MANAGEMENT SYSTEMS ADAPTATION			0.0	1.22
PROCUREMENT (ADDITIONAL VOLUMES) SUPPORT			4.5	0.53
DATA MANAGEMENT SUPPORT			4.5	1.17
SUBTOTAL	**0.0**	**0.0**	**22.5**	**6.64**
DEVELOPMENT OF SOLUTIONS FOR TR	**106.4**	**62.50**	**133.0**	**51.86**
ADAPT OPERATING PROCESSES			12.9	6.61
ADAPT THE ORGANISATIONAL STRUCTURE			3.8	0.50
BUILDING, OFFICE, IT EQUIPMENT AND IT INFRASTRUCTURES ADAPTATION			3.8	4.31
COORDINATE CHANGE AND MONITORING IMPLEMENTATION			4.5	1.66
ADAPT DATA INFRASTRUCTURE TO SUPPORT DISCLOSURE OF INFORMATION COLLECTED			0.0	0.80
SUBTOTAL	**0.0**	**0.0**	**25.0**	**13.88**
	106.4	**62.50**	**158.0**	**65.74**

Annex III. Financial resources for 2021 – 2023

General revenues

Table 49 Revenue

REVENUES	2020 Revenues estimated by the Agency	2021 Budget forecast
EU contribution	96.4	115.6
Other revenue	2.5	3.1
TOTAL REVENUES	98.9	118.6

Revenue	2019 Executed budget	2020 Revenues estimated by the Agency	2021 As requested by the Agency	2021 Budget forecast	VAR 2021/20 (%)	Envisaged 2022	Envisaged 2023
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)							
2 EU CONTRIBUTION	**77,402,001**	**96,415,013**	**115,558,184**	**115,558,184**	**19.9%**	**131,508,715**	**139,948,059**
- of which assigned revenues deriving from previous years 'surpluses	310,366	442,464	429,375	429,374.59	-3.0%	429,375	429,375
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	**1,851,441**	**2,433,390**	**3,062,426**	**3,062,426.35**	**25.9%**	**3,486,710**	**3,711,197**
- of which EEA/EFTA (excl. Switzerland)	1,851,441	2,433,390	3,062,426	3,062,426.35	25.9%	3,486,710	3,711,197
- of which candidate Countries							
4 OTHER CONTRIBUTIONS							
5 ADMINISTRATIVE OPERATIONS	**33,344**	**31,358**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
- of which interest generated by funds paid by the Commission by way of EU contribution	33,344	31,358	0.00	0.00	0.00	0.00	0.00

6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL REVENUES	79,286,786	98,879,761	118,620,610	118,620,610	20.0%	134,995,425	143,659,256

Additional EU funding:

Revenue	2019	2020	2021				
	Executed budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast	VAR 2021/2020 (%)	Envisaged 2022	Envisaged 2023
ADDITIONAL EU FUNDING STEMMING FROM AD HOC GRANTS	750,000						
ADDITIONAL EU FUNDING STEMMING FROM DELEGATION AGREEMENTS	0	0					
TOTAL REVENUES	750,000	0	0	0	0	0	0

Expenditure

Table 50 Expenditure

Expenditure/title	2020		2021	
	Budget commitment appropriations million EUR	Budget payment appropriations million EUR	Preliminary budget commitment appropriations million EUR	Preliminary budget payment appropriations million EUR
Title I — Staff expenditure	47.8	47.8	52.9	52.9
Title II — Infrastructure and operating expenditure	12.7	12.7	14.6	14.6
Title III — Operational expenditure	42.5	38.4	61.6	51.1
Total expenditure	**103.0**	**98.9**	**129.1**	**118.6**

Expenditure	Commitment appropriations						
	2019 Budget execution	Budget 2020	Draft budget 2021			Envisaged 2022	Envisaged 2023
			Agency request	VAR 2021/2020	Budget forecast		
Title 1 - Staff expenditure	**44,180,210**	**47,758,250**	**52,858,256**	**10.7%**	**52,858,256**	**58,187,781**	**59,943,500**
Salaries & allowances	39,643,140	41,988,924	45,376,256	8.1%	45,376,256	50,897,256	52,844,000
- Of which establishment plan posts	30,597,253	33,157,000	35,727,000	7.8%	35,727,000	38,657,000	40,327,000

Expenditure	Commitment appropriations						
	2019 Budget execution	Budget 2020	Draft budget 2021			Envisaged 2022	Envisaged 2023
			Agency request	VAR 2021/2020	Budget forecast		
- Of which external personnel	9,045,887	8,831,924	9,649,256	9.3%	9,649,256	12,240,256	12,517,000
Expenditure relating to Staff recruitment	307,069	470,500	375,000	-20.3%	375,000	375,000	316,000
Mission expenses	240,500	37,781	155,000	310.3%	155,000	170,000	170,000
Socio-medical infrastructure	242,783	240,000	238,000	-0.8%	238,000	225,000	257,000
Training	369,234	300,000	500,000	66.7%	500,000	516,025	500,000
External Services	2,044,135	3,295,044	4,414,000	34.0%	4,414,000	4,114,500	3,906,500
Receptions, events and representation	149	0	0	0.0%	0	0	0
Social welfare	1,333,200	1,426,000	1,800,000	26.2%	1,800,000	1,890,000	1,950,000
Other staff related expenditure	0	0	0	0.0%	0	0	0
Title 2 - Infrastructure and operating expenditure	**10,424,211**	**12,745,244**	**14,627,465**	**14.8%**	**14,627,465**	**14,418,910**	**13,753,460**
Rental of buildings and associated costs	5,797,722	6,127,048	6,963,715	13.7%	6,963,715	7,572,110	7,261,960
Information, communication technology and data processing	3,751,146	5,574,547	5,527,000	-0.9%	5,527,000	5,385,000	5,300,500
Movable property and associated costs	278,548	477,489	1,494,000	212.9%	1,494,000	712,800	412,000
Current administrative expenditure	223,324	246,500	300,750	22.0%	300,750	367,000	367,000
Postage / Telecommunications	317,354	228,660	245,000	7.1%	245,000	245,000	245,000
Meeting expenses	52,964	80,000	80,000	0.0%	80,000	120,000	150,000
Running costs in connection with operational activities	0	0	0	0.0%	0	0	0
Information and publishing	3,153	11,000	17,000	54.5%	17,000	17,000	17,000
Studies	0	0	0	0.0%	0	0	0
Other infrastructure and operating expenditure	0	0	0	0.0%	0	0	0
Title 3 - Operational expenditure	**25,372,832**	**42,519,762**	**61,649,137**	**45.0%**	**61,649,137**	**77,483,126**	**79,395,662**
Regulated Products	2,720,117	5,349,082	5,764,100	7.8%	5,764,100	7,568,739	7,551,955
Risk Assessment	2,598,553	4,898,090	6,072,399	24.0%	6,072,399	7,570,046	7,597,609
Scientific Cooperation & Strategy	7,923,684	11,512,815	22,640,253	96.7%	22,640,253	34,963,766	39,791,926
Communication	1,292,882	3,396,454	5,454,200	60.6%	5,454,200	6,812,200	6,552,200
Operational support	10,837,595	17,363,320	21,718,185	25.1%	21,718,185	20,568,375	17,901,973
TOTAL	**79,977,254**	**103,023,256**	**129,134,858**	**25.3%**	**129,134,858**	**150,089,817**	**153,092,622**

Expenditure	Payment appropriations						
	2019 Budget execution	Budget 2020	Draft budget 2021			Envisaged 2022	Envisaged 2023
			Agency request	VAR 2021/2020	Budget forecast		
Title 1 - Staff expenditure	**43,644,686**	**47,758,250**	**52,858,256**	**10.7%**	**52,858,256**	**58,187,781**	**59,943,500**
Salaries & allowances	39,638,774	41,988,924	45,376,256	8.1%	45,376,256	50,897,256	52,844,000
- Of which establishment plan posts	30,597,253	33,157,000	35,727,000	7.8%	35,727,000	38,657,000	40,327,000
- Of which external personnel	9,041,521	8,831,924	9,649,256	9.3%	9,649,256	12,240,256	12,517,000
Expenditure relating to Staff recruitment	306,806	470,500	375,000	-20.3%	375,000	375,000	316,000
Mission expenses	235,455	37,781	155,000	310.3%	155,000	170,000	170,000
Socio-medical infrastructure	226,625	240,000	238,000	-0.8%	238,000	225,000	257,000
Training	220,050	300,000	500,000	66.7%	500,000	516,025	500,000
External Services	1,688,127	3,295,044	4,414,000	34.0%	4,414,000	4,114,500	3,906,500
Receptions, events and representation	149	0	0	0.0%	0	0	0
Social welfare	1,328,700	1,426,000	1,800,000	26.2%	1,800,000	1,890,000	1,950,000
Other staff related expenditure	0	0	0	0.0%	0	0	0
Title 2 - Infrastructure and operating expenditure	**8,217,434**	**12,745,244**	**14,627,465**	**14.8%**	**14,627,465**	**14,418,910**	**13,753,460**
Rental of buildings and associated costs	4,704,895	6,127,048	6,963,715	13.7%	6,963,715	7,572,110	7,261,960
Information, communication technology and data processing	2,835,673	5,574,547	5,527,000	-0.9%	5,527,000	5,385,000	5,300,500
Movable property and associated costs	210,199	477,489	1,494,000	212.9%	1,494,000	712,800	412,000
Current administrative expenditure	157,323	246,500	300,750	22.0%	300,750	367,000	367,000
Postage / Telecommunications	271,902	228,660	245,000	7.1%	245,000	245,000	245,000
Meeting expenses	35,239	80,000	80,000	0.0%	80,000	120,000	150,000
Running costs in connection with operational activities	0	0	0	0.0%	0	0	0
Information and publishing	2,203	11,000	17,000	54.5%	17,000	17,000	17,000
Studies	0	0	0	0.0%	0	0	0
Other infrastructure and operating expenditure	0	0	0	0.0%	0	0	0

Expenditure	Payment appropriations						
	2019 Budget execution	Budget 2020	Draft budget 2021			Envisaged 2022	Envisaged 2023
			Agency request	VAR 2021/2020	Budget forecast		
Title 3 - Operational expenditure	**20,648,433**	**38,376,267**	**51,134,889**	**33.2%**	**51,134,889**	**62,388,734**	**69,962,296**
Regulated Products	2,653,468	5,349,082	5,764,100	7.8%	5,764,100	7,568,739	7,551,955
Risk Assessment	2,532,805	4,898,090	6,072,399	24.0%	6,072,399	7,570,046	7,597,609
Scientific Cooperation & Strategy	7,161,985	7,308,920	12,087,889	65.4%	12,087,889	19,869,374	30,358,560
Communication	1,048,169	3,396,454	5,454,200	60.6%	5,454,200	6,812,200	6,552,200
Operational support	7,252,005	17,423,720	21,756,301	24.9%	21,756,301	20,568,375	17,901,973
TOTAL	**72,510,553**	**98,879,761**	**118,620,610**	**20.0%**	**118,620,610**	**134,995,425**	**143,659,256**

Budget outturn and cancellation of appropriations 2017 – 2019

Table 51 - Budget outturn and cancellation of appropriations 2017 – 2019

Budget out-turn	2017	2018	2019
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	81 073 043.89	80,359,603.57	80,496,256.65
Payments made (–)	– 74 606 228.36	-73,606,299.19	-72,966,330.23
Carry-over of appropriations (–)	– 6 789 633.89	-7,131,112.74	-7,854,893.86
Cancellation of appropriations carried over (+)	291 011.86	206,165.59	424,520.61
Exchange-rate differences (+/–)	– 577.58	-146.85	-1,475.69
Adjustment for carry-over from previous years of assigned revenue	342 749.70	614,253.89	335,797.06
Out-turn pre-accession programme DG Neighbourhood and Enlargement Negotiations			-4,499.95
Total	**310 365.62**	**442,464.27**	**429,374.59**

Cancellation of appropriations

Cancellation of commitment appropriations

- Out of the EUR 79.99 million in commitment appropriations available, EUR 79.98 million or 99.99 % (100.00 % in 2018) was utilised, leaving EUR 0.01 million in commitment appropriations unutilised.

Cancellation of payment appropriations for the year

- Out of the EUR 79.27 million in payment appropriations available, EUR 72.51 million or 91.45 % (91.31 % in 2018) was paid. EUR 6.77 million corresponding to 9.31 % of non-differentiated credits (9.6 % in 2018) was carried forward. Minor amount[149] of differentiated payment appropriations remained unutilised.

Cancellation of payment appropriations carried over

- Out of the EUR 6.80 million in payment appropriations carried over, EUR 6.37 million or 99.75% was paid, leaving EUR 0.42 million unutilised.

Justification

Budget out-turn

- The budget out-turn 2019 remained stable compared to 2017 and stands at EUR 0.43 million (EUR 0.44 million in 2018) or 0.54% of total revenue. It mainly originates from the cancellation of payment appropriations and appropriations carried forward. Tight treasury management and payment forecast system allow optimisation of treasury utilisation, thereby keeping the out-turn low.

[149] € 1.514

Annex IV. Human resources for 2021-2023 — quantitative

1. The staff population and its evolution

A. Statutory staff and SNE

Table 52 - Staff population and its evolution; Overview of all categories of staff

Staff	2019			2020					2021			2022			2023
ESTABLISHMENT PLAN POSTS	Authorised Budget	Actually filled as of 31/12	Occupancy rate %	Authorised staff - Baseline	Authorised staff - 178 TR	Authorised staff - TOTAL	Actually filled 31/12	Occupancy rate %	Authorised staff - Baseline	Authorised staff - 178 TR	Authorised staff - TOTAL	Envisaged staff - Baseline	Envisaged staff - 178 TR	Envisaged staff - TOTAL	Envisaged staff
Administrators (AD)	220	214	97.3%	226	29	255	248	97.3%	229	55	284	232	80	312	315
Assistants (AST)	100	98	98.0%	94	5	99	97	98.0%	91	5	96	88	5	93	90
Assistants/Secretaries (AST/SC)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL ESTABLISHMENT PLAN POSTS	320	312	97.5%	320	34	354	345	97.5%	320	60	380	320	85	405	405

Staff	2019			2020					2021			2022			2023
ESTABLISHMENT PLAN POSTS	Authorised Budget	Actually filled as of 31/12	Occupancy rate %	Authorised staff - Baseline	Authorised staff - 178 TR	Authorised staff - TOTAL	Actually filled 31/12	Occupancy rate %	Authorised staff - Baseline	Authorised staff - 178 TR	Authorised staff - TOTAL	Envisaged staff - Baseline	Envisaged staff - 178 TR	Envisaged staff - TOTAL	Envisaged staff
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12 *[150]	Execution Rate %	FTE corresponding to the authorised budget – Baseline Headcount	FTE corresponding to the authorised budget – 178 TR	FTE corresponding to the authorised budget - TOTAL	Headcount as of 31/12*	Execution Rate %	FTE corresponding to the authorised budget - Baseline	FTE corresponding to the authorised budget – 178 TR	FTE corresponding to the authorised budget - TOTAL	Envisaged FTE - Baseline	Envisaged FTE – 178 TR	Envisaged FTE - TOTAL	Envisaged FTE
Contract Agents (CA)	131	127	96.9%	131	8	139	122	87.8%	131	15	146	161	21	182	182
Seconded National Experts (SNE)	16.0	14	89.6%	16	0	16	14	87.5%	16	0	16	16	0	16	16
TOTAL EXTERNAL STAFF	147	141	96.1%	147	8	155	136	87.7%	147	15	162	177	21	198	198
TOTAL STAFF	467	453	97.1%	467	42	509	481	94.5%	467	75	542	497	106	603	603

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

Table 53. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	2020	2021	2022	2023
	FTE corresponding to authorised budget	FTE corresponding to authorised budget	FTE corresponding to envisaged budget	FTE corresponding to envisaged budget
Contract Agents (CA)[151]	139	146	182	182
Seconded National Experts (SNE)[152]	16	16	16	16
TOTAL	155	162	198	198

(150) *Figures do not include accepted offer letters. Total number of CA in place at 31/12/2019 no matter what is the source of funding. Detail in the footnote the number of CA financed from the EU contribution and the number of CA financed from other sources.
(151) Numbers include 4 CAs utilised by ECHA from 2020-2022, as per EFSA-ECHA agreement
(152) of which 15 FTEs related to EFSA's budget 1 FTE related to the Pre-accession Programme budget

C. Other Human Resources

Table 54. Other human resources

Structural service providers[153]	Actually in place as of 31/12/2019
Security	1
IT	2
Reception	2
Post Office	1
Office Supplies	1
Archive	2
Huissier	3
Outsourcing Service Manager	1
Maintenance	2
Building H&S technical assistance	2
Medical Advisor	0.75
Interim workers	**Total FTEs in 201920**
Number	27

(153) Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc) and 4) contributing to the added value of the Commission

2. Multiannual staff policy plan for 2021-2023

Table 55. Multi-annual staff policy plan Year 2021-2023

Function group and grade	2019				2020						2021								2022				2023	
	Authorised budget		Actually filled as of 31/12		Authorised budget - Baseline		Authorised budget - 178 TR		Autorised Budget - TOTAL		Actually filled as of 31/12		Authorised budget - Baseline		Authorised budget - 178 TR		Authorised Budget - TOTAL		Envisaged budget - Baseline		Envisaged budget - 178 TR		Envisaged Budget - TOTAL		Envisaged budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	1	0	1	0	0	0	1	0	1	0	1	0	0	0	1	0	1	0	0	0	1	0	1
AD 14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
AD 13	0	2	0	1	0	4	0	0	0	4	0	3	0	4	0	0	0	4	0	5	0	0	0	5	0	5
AD 12	0	7	0	5	0	4	0	0	0	4	0	4	0	4	0	0	0	4	0	5	0	0	0	5	0	6
AD 11	0	9	0	7	0	8	0	0	0	8	0	5	0	10	0	0	0	10	0	11	0	0	0	11	0	12
AD 10	0	20	0	14	0	19	0	0	0	19	0	15	0	20	0	0	0	20	0	23	0	0	0	23	0	27
AD 9	0	38	0	30	1	38	0	2	1	40	0	37	1	40	0	3	1	43	1	43	0	4	1	47	1	50
AD 8	2	57	2	60	3	58	0	4	3	62	3	61	4	61	0	7	4	68	4	59	0	9	4	68	4	71
AD 7	3	45	3	49	1	49	0	10	1	59	2	55	0	48	0	20	0	68	0	47	0	30	0	77	0	75
AD 6	0	27	0	35	0	32	0	11	0	43	0	49	0	31	0	21	0	52	0	29	0	31	0	60	0	55
AD 5	0	9	0	7	0	8	0	2	0	10	0	13	0	5	0	4	0	9	0	4	0	6	0	10	0	7
AD TOTAL	**5**	**215**	**5**	**209**	**5**	**221**	**0**	**29**	**5**	**250**	**5**	**243**	**5**	**224**	**0**	**55**	**5**	**279**	**5**	**227**	**0**	**80**	**5**	**307**	**5**	**310**
AST 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 8	0	1	0	0	0	1	0	0	0	1	0	0	0	2	0	0	0	2	0	3	0	0	0	3	0	4
AST 7	0	3	0	3	0	4	0	0	0	4	0	3	0	4	0	0	0	4	0	4	0	0	0	4	0	5
AST 6	0	7	0	6	0	6	0	0	0	6	0	7	0	9	0	0	0	9	0	11	0	0	0	11	0	12
AST 5	0	21	0	16	0	21	0	0	0	21	0	18	0	21	0	0	0	21	0	23	0	0	0	23	0	24

Function group and grade	2019				2020						2021								2022				2023	
	Authorised budget		Actually filled as of 31/12		Authorised budget - Baseline		Authorised budget - 178 TR		Autorised Budget - TOTAL		Actually filled as of 31/12		Authorised budget - Baseline		Authorised budget - 178 TR		Authorised Budget - TOTAL		Envisaged budget - Baseline		Envisaged budget - 178 TR		Envisaged Budget - TOTAL		Envisaged budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AST 4	0	32	0	36	0	32	0	2	0	34	0	32	0	30	0	2	0	32	0	27	0	2	0	29	0	27
AST 3	0	20	0	19	0	19	0	3	0	22	0	23	0	14	0	3	0	17	0	11	0	3	0	14	0	11
AST 2	0	15	0	17	0	11	0	0	0	11	0	13	0	11	0	0	0	11	0	9	0	0	0	9	0	7
AST 1	0	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST TOTAL	**0**	**100**	**0**	**98**	**0**	**94**	**0**	**5**	**0**	**99**	**0**	**97**	**0**	**91**	**0**	**5**	**0**	**96**	**0**	**88**	**0**	**5**	**0**	**93**	**0**	**90**
AST/SC 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC TOTAL	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL	**5**	**315**	**5**	**307**	**5**	**315**	**0**	**34**	**5**	**349**	**5**	**340**	**5**	**315**	**0**	**60**	**5**	**375**	**5**	**315**	**0**	**85**	**5**	**400**	**5**	**400**
GRAND TOTAL	**320**		**312**		**320**		**34**		**354**		**345**		**320**		**60**		**380**		**320**		**85**		**405**		**405**	

- External personnel

Table 56. External personnel - *Contract Agents*

Contract agents*[154]	FTE corresponding to the authorised budget 2019	Executed FTE as of 31/12/2019	Headcount as of 31/12/2019	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE corresponding to the envisaged budget 2022**[155]	FTE corresponding to the envisaged budget 2023**
Function Group IV	106	100.6	103	114	94.7	94	122	156	157
Function Group III	7	6.8	7	7	9.6	9	7	10	10
Function Group II	18	19.5	19	18	19.0	19	17	16	15
Function Group I	0	0.0	0	0	0.0	0	0	0	0
TOTAL	**131**	**126.9**	**129**	**139**	**123.3**	**122**	**146**	**182**	**182**

Table 57. External personnel - *Seconded National Experts*

Seconded National Experts[156]	FTE corresponding to the authorised budget 2019	Executed FTE as of 31/12/2019	Headcount as of 31/12/2019	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE corresponding to the envisaged budget 2022	FTE corresponding to the envisaged budget 2023
TOTAL	**16**	**14.3**	**15**	**16**	**13.8**	**14**	**16**	**16**	**16**

(154) *Numbers include 4 CAs utilised by ECHA from 2020-2022, as per EFSA-ECHA agreement
(155) **Additional 30 CAs requested from 2022 - 2026, to cover the FTE gap stemming from increased volumes of work, backlog recuperation,
(156) of which 15 FTEs related to EFSA's budget 1 FTE related to the Pre-accession Programme budget

3. Recruitment forecasts 2021 following retirement/mobility or new requested posts

Table 58. Recruitment forecasts 2021 following retirement/mobility or new requested posts (information on the entry-level for each type of posts: indicative table)

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

*** Indication of both is required**

Number of inter-agency mobility Year N from and to the Agency: In 2020, 2 newcomers from other EU agencies joined EFSA, 1 EFSA staff left for another agency.

Annex V. Human resources for 2021-2023 — qualitative

A. Recruitment policy

Implementing rules in place

Table 59. Recruitment Implementing rules

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

Statutory staff (officials, temporary agents, contract agents)

Following the efficiency gains in the establishment plan achieved over the period 2013-2018 (-36 posts corresponding to 10% of the 2012 Establishment Plan), as a consequence of the new 178 Transparency Regulation, EFSA has been granted a total of 42 posts in 2020, of which 34 Temporary Agent, and 8 Contract Agents (4 out of which temporarily utilised by ECHA). Further growth by 64 statutory staff post has been approved for the period 2021-2022, of which 51 Temporary Agents and 13 Contract Agents. Due to increased volumes of work expected (see section II-Resources outlook 2021-2024)-EFSA is requesting additional 30 CAs for the period 2022-2026.

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

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

EFSA is aware that the gradual transformation of AST into AD posts has a budgetary impact and will strictly monitor the impact on Title I expenditures. It should be noted that, in accordance with the reform of the EU Staff Regulations, EFSA is aware of the implementation of the new AST/SC type of post. Most of the clerical tasks have been outsourced and are being delivered by external providers (i.e. reception, post office, huissier/archive, building safety and security). In the Authority's Competency Library, we do not plan any profiles with purely secretarial-clerical tasks. The Admin Assistant Job profile (AST 1-3 and FG I-II) includes tasks with higher degree of complexity compared to a pure clerical function, such as unit and business coordination, financial management, planning and monitoring, project management, internal communication. Additional distinctive tasks are envisaged for the Admin Assistant staff working in Scientific Units. For the above reasons the Authority does not plan to revert to employing statutory staff for the execution of purely clerical tasks.

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

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

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

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

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

During 2019 and 2020 EFSA worked to further streamline its recruitment process to continuously improve the efficiency and responsiveness of the selection process in line with the procedures laid down in the Staff Regulations.

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

To facilitate the launch of a competency-based approach to people management in the organisation, EFSA is developing the processes and tools required through the talent management project. Since 2017 the project started to deliver its envisaged outcomes, which, as a consequence, are impacting various processes as selection, onboarding and strategic learning needs of EFSA talents. In addition, due to the current situation, the project anticipated its transition to the Performance, goals and learning management system that will conclude the centralisation of all these functions in one single tool to further facilitate distance selection, onboarding, performance, goals setting and strategic learning needs.

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

'Assistant' job family

- 'Assistant' job category (staff carrying out administrative, technical or training activities such as assistance work requiring a certain degree of autonomy). Typically, these posts are filled by grades AST1-AST3, FGI.1-3, FGII.4-7.
- 'Technical assistant' job category (staff providing support with a medium degree of autonomy in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, law, finance, science and communication, following advice from their managers. Technical assistants may also provide assistance in general and budgetary processes and may coordinate administrative work. These jobs are of a technical rather than a clerical nature and require a number of years of experience. Typically, these posts are filled by grades AST4-AST9, with an entry-level normally at AST4, and FGIII.8-12.
- 'Senior assistant' job category (staff carrying out administrative, technical or training activities requiring a high degree of autonomy and carrying significant responsibilities in terms of staff management, budget implementation or political coordination). Typically, these posts are filled by grades AST10- AST11. The current EFSA's Establishment Plan doesn't include any AST posts corresponding to the Senior Assistant job category.

'Operational' job family

- Junior officer' Job category (staff providing junior officer expertise in a specific field of knowledge, for example junior legal officer, junior scientist, etc.). Typically, these posts are filled by the grade FGIV.13
- 'Officer' job category (staff providing officer expertise in a specific field of knowledge, for example. legal officer, scientist). Typically, these posts are filled by grades AD5-AD6-AD7 depending on the level of seniority required and FG IV.14-18.
- 'Senior officer' job category (staff providing senior-officer expertise in a specific field of knowledge, for example senior legal officer, senior scientist, etc.). Typically, these posts are filled by grades AD8-AD12, with an entry-level normally at AD8.

'Management' job family

- 'Manager' job category (staff providing managerial expertise in the definition of the organisational strategy, for example Head of Department, and staff providing managerial expertise in the implementation of the organisational strategy, for example Head of Unit). Typically, these posts are filled by grades AD9-AD14, with an entry-level at AD9-AD10 for Head of Unit and AD-12 for Head of Department positions.
- 'Senior manager' job category (executive director). Typically, these posts are filled by grades AD14-AD15.

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

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

staff member and depend on budget availability and the business needs for the function occupied.

Non-statutory staff

Seconded national experts

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

Traineeships

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

The traineeship typically lasts 12 months. In May 2020 the traineeship contracts were exceptionally prolonged for an additional 6 months due to the exceptional situation

Interims

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

EFSA holds a framework contract, managed by the EFSA Human Capital (HUCAP) Unit, which has been concluded with an interim staff agency' selected through a public call for tenders to purchase interim services. This framework contract, renewed in 2017 and due to expire in 2021, introduced a broader spectrum of skills to include more technically specialised staff. The types of interim services that can be deployed are as follows.

- Administrative support covering tasks performed by statutory staff classified as being in an assistant-level job category (TA or CA). This corresponds to services with a low/medium level of technical competency to be delivered with a low/medium level of autonomy.
- Administrative, technical and scientific tasks performed by statutory staff classified as being in a technical assistant/junior-officer-level job category (TA or CA). This corresponds to services with medium/high level of technical competency to be delivered with a medium/high level of autonomy.

The duration of deployment of interim workers at EFSA is subject to the limits and provision set by the national legislator.

In addition to providing ad hoc temporary support for specific projects, EFSA employs interim staff solely to replace staff members absent due to maternity leave, parental leave and sick leave. Occasionally, EFSA employs interim staff to provide support to cross-functional projects.

Structural service providers

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

- Basic act: Council Regulation (EC) No 178/2002 (EFSA's founding regulation).

- Financial regulation: Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council, Title V.
- Rules of application: Commission Delegated Regulation (EU) No 1268/2012.

B. Appraisal and reclassification/promotions

Implementing rules in place:

Table 60. Implementing rules

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

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

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

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

The outcome of the 2019 promotion/reclassification exercise resulted in 43 statutory staff members being promoted/reclassified, corresponding to 12 % of eligible staff (353), distributed as follows:

By Contract Type:

- 1 Official | *25% of total Officials eligible*
- 31 Temporary Agents | *12% of total TAs eligible*
- 11 Contract Agents | *12% of total CAs eligible*

By Job Category:

- 2 Managers | *12% of total Managers eligible*
- 4 Senior Officers | *5% of Senior Officers eligible*
- 20 Officers | *15% of total Officers eligible*
- 2 Junior Officers | *11% of total Junior Officers eligible*
- 7 Technical Assistants | *15% of total Technical Assistants eligible*
- 8 Assistants | *15% of total Assistants eligible*

EFSA's promotion rate will continue to be monitored in the coming years so as to respect the rates indicated in Annex IB of the Staff Regulations as far as possible, bearing in mind that motivation at work is a priority at EFSA, promotion/reclassification is only one

of the tools to recognise commitment and contribution to EFSA's success and, other actions relating to career development were discussed at the talent-review meetings.

Developing EFSA's talents and ensuring that the organisation is ready to meet future challenges becomes more and more pertinent for EFSA in light with the new Regulation 178/2002. While EFSA has processes in place to identify competency gaps and key learning needs which are usually met with internal or external learning solutions or with other informal ways of learning (e.g. on the job, through projects etc), there is a need to offer more development tools for key individuals who have the capacity to progress in the organisation, being vertically or transversally hence, a proposal for developing EFSA's talent pool has been adopted and is under implementation. This includes the introduction of two programmes: one focusing on personal leadership development and one focusing on technical development. The programme complements the standard learning offer and external training opportunities.

Table 61. Reclassification of TA/promotion of officials

Grades	Average seniority in the grade among reclassified staff						
	Year N-4 (2016)	Year N-3 (2017)	Year N-2 (2018)	Year N-1 (2019)	Year N (2020)	Actual average over 5 years	Average over 5 years (According to decision C(2015)9563)
AD05	8.19	na	6.63	13.22	4	7.91	**2.8**
AD06	8.76	7.95	7.24	5.36	6.04	7.13	**2.8**
AD07	9.41	9.32	9.83	7.65	6.31	7.85	**2.8**
AD08	9.02	5.72	8.77	10.84	6.73	8.25	**3**
AD09	10.84	7.19	11.42	6.84	5.84	8.60	**4**
AD10	na	na	na	9.72	na	9.72	**4**
AD11	na	na	na	na	12.91	12.91	**4**
AD12	na	na	4.17	na	11.72	9.20	**6.7**
AD13	na	na	na	na	na	na	**6.7**
AST1	na	na	11.72	12.13	na	11.93	**3**
AST2	8.97	10.39	9.07	11.84	10.77	10.04	**3**
AST3	9.99	10.84	11.02	6.84	na	9.33	**3**
AST4	11.22	9.22	9.59	8.39	2.5	8.83	**3**
AST5	9.84	5.84	4.84	8.84	8.84	7.84	**4**
AST6	na	na	4.84	na	na	4.84	**4**
AST7	na	na	na	na	na	na	**4**
AST8	na	na	na	na	na	na	**4**
AST9	na	na	na	na	na	na	**N/A**
AST10 (Senior assistant)	na	na	na	na	na	na	**5**
AST/SC1	na	na	na	na	na	na	**4**
AST/SC2	na	na	na	na	na	na	**5**
AST/SC3	na	na	na	na	na	na	**5.9**

Grades	Average seniority in the grade among reclassified staff						
	Year N-4 (2016)	Year N-3 (2017)	Year N-2 (2018)	Year N-1 (2019)	Year N (2020)	Actual average over 5 years	Average over 5 years (According to decision C(2015)9563)
AST/SC4	na	na	na	na	na	na	**6.7**
AST/SC5	na	na	na	na	na	na	**8.3**

Table 62. Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.Year N-2 2018	How many staff members were reclassified in Year N-1 2019	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16	4			Between 5 and 7 years
	15	13			Between 4 and 6 years
	14	50	7	5.04	Between 3 and 5 years
	13	24	2	3.33	Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10	1			Between 5 and 7 years
	9	3			Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6	6			Between 6 and 10 years
	5	13	1	9.68	Between 5 and 7 years
	4	5	1	11.50	Between 3 and 5 years
CA I	2	1			Between 6 and 10 years
	1				Between 3 and 5 years

Mobility within EFSA

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

Internal moves are processed using Article 7 of the Staff Regulations l. In 2020, 17 EFSA staff members changed their job through internal mobility, both to respond to business needs and also stemming from staff motivation.

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

In addition to the 17 full time moves, numerous colleagues are collaborating part-time on specific projects particularly related to the preparation of the implementation of the Transparency Regulation.

Mobility between agencies (interagency job market)

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

Mobility between EU agencies and EU institutions

In 2020 EFSA successfully seconded its first staff member to the European Medicines Agency by means of the rules laid down in the Staff Regulations, Articles 37 and 38 and by virtue Article 52 of the CEOS.

C. Gender representation

Table 63. Data on 31/12/2019 /statutory staff (only officials, AT and AC)

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	2	40.0%	105	34.2%	63	48.8%	170	38.5%
	Assistant level (AST & AST/SC)	0	0.0%	79	25.7%	19	14.7%	98	22.2%
	Total	2	40.0%	184	59.9%	82	63.6%	268	60.8%
Male	Administrator level	3	60.0%	104	33.9%	40	31.0%	147	33.3%
	Assistant level (AST & AST/SC)	0	0.0%	19	6.2%	7	5.4%	26	5.9%
	Total	3	60.0%	123	40.1%	47	36.4%	173	39.2%
Grand Total		5	100.0%	307	100.0%	129	100.0%	441	100.0%

Table 64. Data regarding gender evolution over 5 years of the Middle and Senior management[157]

	2015		2019	
	Number	%	Number	%
Female Managers	8	33.3%	11	44.0%
Male Managers	16	66.7%	14	56.0%

Gender balance (31 December 2019)

The overall gender balance among EFSA's staff — as presented in Table 64 — shows female prevalence; this majority is more marked among TA/AST staff and CAs. With specific reference to the managerial population, we noted different compositions among(a) middle managers and (b) team leaders: (a) 11 women out of 24 corresponding to 45.8%/54.2 %; (b) 16 women out of 39 corresponding to 41.0%/59%. The overall gender balance for managerial positions, including the Executive Director (Senior Manager) is of 42.2% women/57.8% men (27 women out of a total managerial population of 64).

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

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

D. Geographical Balance

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

Table 65 Data on 31/12/2019 - statutory staff only (officials, AT and AC)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	11	2.5%	0	0.0%	11	2.5%
Belgium	26	5.9%	9	2.0%	35	7.9%
Bulgaria	1	0.2%	2	0.5%	3	0.7%
Croatia	2	0.5%	0	0.0%	2	0.5%
Cyprus	0	0.0%	0	0.0%	0	0.0%

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

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Czech Republic	2	0.5%	1	0.2%	3	0.7%
Denmark	2	0.5%	1	0.2%	3	0.7%
Estonia	0	0.0%	0	0.0%	0	0.0%
Finland	0	0.0%	0	0.0%	0	0.0%
France	19	4.3%	4	0.9%	23	5.2%
Germany	18	4.1%	2	0.5%	20	4.5%
Greece	21	4.8%	1	0.2%	22	5.0%
Hungary	8	1.8%	2	0.5%	10	2.3%
Ireland	4	0.9%	5	1.1%	9	2.0%
Italy	128	29.0%	76	17.2%	204	46.3%
Latvia	1	0.2%	0	0.0%	1	0.2%
Lithuania	0	0.0%	0	0.0%	0	0.0%
Luxembourg	3	0.7%	0	0.0%	3	0.7%
Malta	0	0.0%	1	0.2%	1	0.2%
Netherlands	4	0.9%	0	0.0%	4	0.9%
Poland	5	1.1%	2	0.5%	7	1.6%
Portugal	8	1.8%	2	0.5%	10	2.3%
Romania	4	0.9%	4	0.9%	8	1.8%
Slovakia	5	1.1%	2	0.5%	7	1.6%
Slovenia	1	0.2%	0	0.0%	1	0.2%
Spain	32	7.3%	6	1.4%	38	8.6%
Sweden	0	0.0%	1	0.2%	1	0.2%
United Kingdom	12	2.7%	3	0.7%	15	3.4%
TOTAL	**317**	**71.9%**	**124**	**28.1%**	**441**	**100%**

Table 66. Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	2015		2019	
	Number	%	Number	%
Italy	181	43.3%	204	46.3%

EFSA's recruitment policies are designed to attract and retain the required competencies to support the delivery of its work plan, with no discrimination with regard to gender and geographical balance, in compliance with the Staff Regulations. The distribution of staff by nationality is presented in Table 65.

EFSA is closely monitoring and proactively seeking to ensure a balanced representation of as many EU nationalities as possible. The new wave of recruitments foreseen in the coming years will be an opportunity for the Agency to reach a more balanced

representation of staff coming from the different Member States, without prejudice to the rules governing the recruitment process. Implemented measures include the following.

- Proactive promotion of EFSA career opportunities in all EU Member States in close cooperation with EFSA's scientific networks and focal points, and by organising recruitment campaigns with European universities and participating in European job fairs.
- Promotion of equal opportunities during selection procedures to prevent any kind of discrimination, including the unbalanced composition of the board.
- Broad dissemination of vacancy notices available on EFSA website, EPSO, EU specialised job boards and relevant social media platforms.
- Enhanced collaboration with EU agencies to increase the visibility of career opportunities and collaborate on joint selection procedures.
- Implementation of new relocation services to support newcomers before their arrival and during their first months in EFSA, and continued support for expats to relieve them of the burden of local administrative procedures.
- EFSA is actively promoting the traineeship programme as a pipeline for the future talents of EFSA.
- Wellbeing activities, such as postural workout within EFSA premises, are being offered to staff.
- Provision of Italian language courses to newcomers and their spouses for integration purposes. This can serve as a retention measure, as foreseeably staff and their families will feel better integrated.
- In 2020 EFSA is working to gain additional factual insights via a market research study to understand the main root causes for the relative low number of candidates from underrepresented Member States. The outcome of the study will inform the elaboration of an employer branding roadmap in 2021, with targeted communication messages/tools and new recruitment partnerships.

E. Schooling

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

A contribution to the EU-accredited European School in Parma worth around EUR 1.7 million was paid from EFSA's 2020 budget for the 2020-2021 school year. The amount budgeted for 2020 onwards has been increased to cover the expected increases both in the annual school fees and in the number of pupils also deriving from the planned increase in the staff number in view of the implementation of the Transparency Regulation. For the school year 2020-2021, 188 pupils are enrolled at the beginning of the school year.

Table 67. Schooling

Agreement in place with the European School of Parma				
Contribution agreements signed with the EC on type I European schools	**Yes**		**No**	x

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

Annex VI. Environment management

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

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

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

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

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

Energy and water consumption

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

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

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

Electricity consumption

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

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

The contract provides for EFSA to request the supply of electricity produced from renewable sources at the time of the issuance of the service request. The contract was activated in relation to an environmental target which requires that by 2022 all electricity used in EFSA will come from renewable sources. In advance of the forecast, a request for electricity from only renewable sources has already been made by 2020. Through the use of electricity from renewable sources, the environmental impact of the greenhouse effect from CO2 generated by the production of electricity through fuel sources has been eliminated.

Internal communication on environmental performance

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

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

Green events

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

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

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

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

Annex VII. Building policy – year 2021

1. Current building

Table 68. Current building.

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

Building projects in the planning phase
[If applicable: information on building policy, the expected evolution of the surface area, and a description of building projects in the planning phase which are already identified]
Building projects submitted to the European Parliament and the Council
[If applicable: information on building projects likely to have significant financial implications which will be submitted to the European Parliament and the Council shortly, as well as the final terms and costs of building projects previously submitted, in accordance with Article 266 of the Financial Regulation (EU/Euratom) 2018/1046]

2. Building projects in the planning phase

Not applicable.

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

Not applicable.

Annex VIII. Privileges and immunities

Table 69. Privileges and immunities.

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

Annex IX. Evaluations

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

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

a. EFSA's External evaluation

As a result of the third external evaluation of EFSA, delivered in 2018, EFSA will continue the implementation of the six Management Board recommendations (see below table 70).

Table 70. 3rd External evaluation recommendations**.**

MB recommendations	
1	Enhance capacity for fit-for-purpose and responsive scientific advice, improving the planning and responsiveness of the Authority
2	Enhance communication activities to strengthen EFSA's reputation by increasing proactivity of communication and communicating more collaboratively
3	Secure long-term efficiency and sustainability of operations, enhancing efficiency of the advice production system and finding additional ways to utilise expertise
4	Continue the transformation to an open science organisation, making evidence transparent and reusable, making the advice-development process accessible, enhancing dialogue with stakeholders and safeguarding and explaining the organisation's independence
5	Invest in preparedness to cope with complex futures scanning emerging risks, co-developing adequate assessment methodologies, co-developing European capacity for future risk governance and co-influencing EU research funding priorities
6	Collaborate, cooperate and co-design to meet integrated 'one health' protection targets, upgrading collaboration to a strategic level, utilising the opportunities of big data and sharing in an unlimited manner to tackle complexity and resource constraints

b. External evaluation of individual or clustered activities

In 2018 and 2019, two additional external evaluations took place, one ex post (STEP 2018 project) and one mid-term (EFSA Strategy 2020 implementation).

i) Pending follow-up actions identified by the ex post evaluation of the 'STEP 2018' project will be implemented in 2021 in the context of: i) the new EFSA organisational design and process architecture (centralisation of planning and

monitoring roles) and ii) the new EFSA strategy and performance framework (streamlining of monitoring and reporting).

ii) EFSA already carried out a mid-term evaluation of the "EFSA Strategy 2020", to take stock of progress made in EFSA's current strategy implementation and identify lessons learned for the new strategy 2027. The results and conclusions of the evaluation fed in the preparation of the new strategy to be finalised in 2021.

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

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

Internal Control Framework monitoring criteria

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

Table 71. Internal control framework monitoring criteria.

Internal control principle	Monitoring criteria	Baseline — 2019	Actual — 2020	Target for 2021
Control environment				
EFSA demonstrates a commitment to integrity and ethical values.	% of EFSA staff participating in mandatory training on ethics and integrity.	100%	TBD	100%
	% of experts with approved annual declaration of interest before first meeting invitation.	100%	TBD	100%
	% of compliance with EFSA Independence Policy on conflict of interest; outcome compliance and veracity control on declarations of interest.	100%	TBD	100%

Internal control principle	Monitoring criteria	Baseline — 2019	Actual — 2020	Target for 2021
The Management Board demonstrates independence from management and exercises oversight of the development and performance of internal control through the Audit Committee monitoring assurance activities, audit results and the outcome of the Discharge procedure.	European Court of Auditors clean audit opinions on reliability of accounts and legality & regularity	Yes	TBD	Yes
	New 'critical' and 'very important' audit findings issued by the European Court of Auditors and the Internal Audit Services during reporting year	5	TBD	< 5
	Outstanding 'critical' and 'very important' audit recommendations implemented within agreed timelines as per follow-up reports	Implementation corrective action on track	TBD	Implementation corrective action on track
	Discharge granted and discharge recommendations on track	Implementation recommendations on track	TBD	Implementation recommendations on track
Management establishes, with oversight, structures, reporting lines and appropriate authorities and responsibilities in the pursuit of objectives.	EFSA defined its accountability framework based on the following four building blocks: governance and decision-making, results-based management, quality & continuous improvement and assurance.	Roll out framework on track	TBD	Roll out framework on track
EFSA demonstrates a commitment to attract, develop and retain competent individuals in alignment with objectives.	EFSA created the Expertise Management Programme (EMP) developing a comprehensive competency-based approach to talent attraction, career management and talent retention for staff and experts, to benefit from the best expertise available.	EMP Programme on track	TBD	EMP Programme on track
EFSA holds individuals accountable for their internal control responsibilities in the pursuit of objectives.	Staff engagement survey: EFSA is accountable for its actions (%)	65%	TBD	65%

Internal control principle	Monitoring criteria	Baseline — 2019	Actual — 2020	Target for 2021
Risk Assessment				
EFSA specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.	EFSA's performance management translates strategic objectives into concrete activities and performance objectives captured into an annual work programme.	Yes	TBD	Yes
EFSA identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed.	Risk Management is embedded in the process management methodology and integrated into EFSA's annual planning cycle.	Yes	TBD	Yes
EFSA considers the potential for fraud in assessing risks to the achievement of objectives.	EFSA has an up to date anti-fraud strategy in accordance with the European Anti-Fraud Office methodology and guidance.	Yes	TBD	Yes
EFSA identifies and assesses changes that could significantly impact the internal control system.	EFSA's activities are designed into processes following the EFSA process architecture and documented in process charters updated by the respective process owners according to EFSA's process management methodology.	Yes	TBD	Yes
Control activities				
EFSA selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.	EFSA has a Business Continuity Plan supported by an updated Business Impact Analysis defining dependencies and recovery time objectives for IT systems.	Yes	TBD	Yes
EFSA selects and develops general control activities over technology to support the achievement of objectives.	A Disaster Recovery Plan is designed, with cloud services to serve as disaster recovery infrastructure and disaster recovery systems replicated in a remote site.	Yes	TBD	Yes
EFSA deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action.	Number of non-conformities/financial & non-financial exceptions/respective financial impact.	Less than 120/less than 90/no more than EUR 150.000	TBD	Less than 120/less than 90/no more than EUR 150.000
	External evaluation performed as per Founding Regulation and implementation Management Board recommendations on track	Yes	TBD	Yes

Internal control principle	Monitoring criteria	Baseline — 2019	Actual — 2020	Target for 2021
Information and communication				
EFSA obtains or generates and uses relevant quality information to support the functioning of internal control.	EFSA's Management Assurance includes the Information Management pillar dealing with information security, records management and data protection.	Yes	TBD	Yes
EFSA internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.	Internal Control monitoring criteria are reported in the Programming Document and differentiated from performance indicators.	Yes	TBD	Yes
EFSA communicates with external parties about matters affecting the functioning of internal control.	EFSA publishes its Annual Report with a dedicated chapter on the outcome and achievements of Assurance activities in EFSA.	Yes	TBD	Yes
Monitoring activities				
EFSA selects, develops and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning.	The planning of Assurance activities, including the respective control assessments, is based on the priorities defined by the Assurance Council and included in EFSA's annual work plan.	Yes	TBD	Yes
EFSA assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the Management Board, as appropriate.	The results of the assessments of the control activities as defined by the 10 Assurance Pillars are reviewed and endorsed by the Assurance Council and reported in the EFSA Assurance Report.	Yes	TBD	Yes

Risk management at EFSA

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

Table 72. Risks and mitigating actions.

Objective	Risk description	Likelihood [1-5]	Impact [1-5]	Mitigating actions	Risk type
SO1 to SO5 *All EPA processes*	**Transparency Regulation** Inadequate preparation to meet the expectation and obligation to deliver within legal deadlines the Transparency Regulation aiming at more transparency and sustainability, more reliability and independence of studies, better governance and more effective risk communication.	3 - Moderate	4 - Severe	The ART programme prepares EFSA for the Transparency Regulation, closing critical gaps and leaning all EFSA core and enabling processes. ART will design and implement measures focusing on: (i) Science, scientific risk assessment processes and procedures that need to change; (ii) Support, the development and optimisation of transactional processes supporting risk assessment; (iii) Communication, the revision of all consultation and engagement activities with stakeholders; (iv) Organisational Design, ensuring an organisation fitting the new processes.	1. Risks related to the external environment
SO5 *E13 Competing Interest Management*	**Independence** Inadequate conflict of interest management for staff and experts may lead to the involvement of staff and experts in a potential conflict of interest situation, which may - in reality or perception - affect their independence and influences their opinion.	3 - Moderate	3 - Serious	The EFSA Independence Policy provides a clear framework for the way in which the Authority manages the interests of its scientific experts and others with whom it works in the course of its activities. There are processes and guidelines that detail how to declare, assess and publish relevant interests. A committee on conflict of interest advises on issues related to competing interests. A mandatory training on ethics and integrity is in place. Annual compliance and veracity checks are carried out by EFSA on a sample of declarations of interest.	3. Risks related to people and the organisation

Objective	Risk description	Likelihood [1-5]	Impact [1-5]	Mitigating actions	Risk type
SO3 and SO5 *E7 Staff and Expert Management*	**Scientific Expertise** Inadequate selection and/or talent management of scientific experts and staff may lead to incorrect scientific outputs due to a lack of required competences and expertise.	3 - Moderate	3 - Serious	Within the Expertise Management programme (EMP), EFSA developed a comprehensive approach to coordinate planning, sourcing, selection and competency management for staff and experts. There are guidelines to govern the process of selection of external experts. There is an external review of the evaluation of experts for panel renewal. EFSA staff policies and guidelines are laid down in respective implementing rules and serve as terms of reference for all actions and decisions regarding human resources management.	3. Risks related to people and the organisation
SO5 *E18 Security Management*	**Information Management** Due to insufficient awareness or incorrect classification of sensitive information, there is a risk for leakage of information leading to unauthorised disclosure of information or breach of GDPR.	2 - Low	2 - Significant	The Information Management Programme (IMP) coordinates all projects related to EFSA's information at 360 degrees from information collection and (co)creation, to information classification and registration, from data analysis and data reporting to information sharing and re-use. The Information Security Policy details EFSA's approach to information security management. EFSA organises dedicated trainings on Information Security awareness.	2. Risks related to planning, processes and systems
	Information Security Due to the everchanging cyber-security landscape, there is a risk of external cyber-attacks leading to potential operational damage, loss of data, unauthorised disclosure of information, breach of GDPR and consequently reputational damage.	3 - Moderate	3 - Serious	EFSA's business continuity plan is based on a business impact analysis defining dependencies and recovery times for IT systems. The business continuity project fully implemented the IT disaster recovery solutions documented in the disaster recovery plan.	2. Risks related to planning, processes and systems

Objective	Risk description	Likelihood [1-5]	Impact [1-5]	Mitigating actions	Risk type
SO5 *E11 Grants, Procurement and Contract Management*	**Grants and Procurement** Inadequate grants and procurement management may lead to non-compliant grants and procurement procedures and/or failure to obtain value for money.	3 - Moderate	3 - Serious	EFSA grants and procurement policies and guidelines are defined and serve as terms of reference for all actions and decisions regarding grants and procurement management. EFSA organises dedicated trainings on grants and procurement processes. Control activities are in place for grant agreements, procurement procedures and mass payments. Annual financial, legality and regularity audits are performed by the European Court of Auditors.	4. Risks related to legality and regularity aspects
SO1 to SO5 *All EPA processes*	**BREXIT** Due to the uncertainties related to Brexit, given the fact that it is not known if there will be an agreement with the UK or there will be a no-deal EFSA may need to adapt its policies, procedures, systems and budget which may have a negative impact on operations and lead to financial risk.	3 - Moderate	2 - Significant	EFSA prepared for the UK withdrawal and identified the areas of EFSA's operations likely to be affected by Brexit, analysed the related consequences and prepared an action plan to account for the fact that the UK will likely be treated as a third country. The action plan covers staff, scientific experts, regulated products, data collection, grants and procurement, IT systems and is based on the advice gathered from the European Commission and the Network of Agencies.	1. Risks related to the external environment
SO1 to SO5 *All EPA processes*	**SARS-COV-2** The uncertainties related to SARS-COV-2 disrupt normal operational activities forcing EFSA to adapt its working arrangements, having an impact on operations, budget execution and work programme implementation.	4 - High	3 - Serious	EFSA carefully monitors the developments and prepared an assessment on the impact of the changing context on EFSA's operations and EFSA's corporate services including people, building, services and health preparing scenarios for prioritising tasks and return to the office.	1. Risks related to the external environment

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

Table 73. Plan for grant, contribution and service-level agreements

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
Grant agreements										
1. GP/EFSA/ALPHA/2017/02 LOT 3 GA	21/11/2017	n/a Framework Partnership Agreement	48	Uth	Entrusting support tasks in the area of plant health - pest categorisation large groups: tephritidae family (fruit flies)	Amount				
						Number of Cas				
						Number of SNEs				
2. GP/EFSA/ALPHA/2017/02 LOT 2 GA 3	22/11/2017	n/a Framework Partnership Agreement	48	Agence Nationale De La Securite Sanitaire De L Alimentation De L Environnement Et Du Travail (Anses)	Entrusting support tasks in the area of plant - plant pest surveillance	Amount				
						Number of Cas				
						Number of SNEs				

(158) For ongoing agreements please provide the requested general information. For expected agreements, please provide the information available. When the information is not known, please put "not known".

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
3. GP/EFSA/ALPHA/2017/02 LOT 3 GA 2	22/11/2017	n/a Framework Partnership Agreement	48	Universitat Jaume I De Castello (Uji)	Entrusting support tasks in the area of plant health - pest categorisation large groups: tephritidae family (fruit flies)	Amount				
						Number of Cas				
						Number of SNEs				
4. GP/EFSA/ALPHA/2017/02 LOT 1 GA 1	22/11/2017	n/a Framework Partnership Agreement	48	Agence Nationale De La Securite Sanitaire De L Alimentation De L Environnement Et Du Travail (Anses)	Entrusting support tasks in the area of plant health - horizon scanning	Amount				
						Number of Cas				
						Number of SNEs				
5. GP/EFSA/ALPHA/2017/02 LOT 2 GA 1	22/11/2017	n/a Framework Partnership Agreement	48	Julius Kuhn Institut (Jki)	Entrusting support tasks in the area of plant - plant pest surveillance	Amount				
						Number of Cas				
						Number of SNEs				
6. GP/EFSA/PRAS/2017/02-02	24/11/2017	n/a Framework Partnership Agreement	48	Agence Nationale De La Securite Sanitaire De L Alimentation De L Environnement Et Du Travail (Anses)	Entrusting new preparatory tasks falling within the mission of the efsa pesticides unit	Amount				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
7. GP/EFSA/PRAS/2017/02-03	24/11/2017	n/a Framework Partnership Agreement	48	Benaki Phytopathological Institute (Bpi)	Entrusting new preparatory tasks falling within the mission of the efsa pesticides unit	Amount				
						Number of Cas				
						Number of SNEs				
8. GP/EFSA/ALPHA/2017/02 LOT 3 GA 3	27/11/2017	n/a Framework Partnership Agreement	48	National Institute for Public Health and the Environment (Rivm)	Entrusting support tasks in the area of plant health - pest categorisation large groups: tephritidae family (fruit flies)	Amount				
						Number of Cas				
						Number of SNEs				
9. GP/EFSA/ALPHA/2017/02 LOT 4 GA 1	27/11/2017	n/a Framework Partnership Agreement	48	National Institute for Public Health and the Environment (Rivm)	Entrusting support tasks in the area of plant health - pest categorisation of large groups: viral and bacterial pathogens of potato	Amount				
						Number of Cas				
						Number of SNEs				
10. GP/EFSA/ALPHA/2017/02 LOT 5 GA 1	27/11/2017	n/a Framework Partnership Agreement	48	Consiglio Nazionale Delle Ricerche (Cnr)	Entrusting support tasks in the area of plant health - pest categorisation of large groups viral and bacterial pathogens	Amount				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
11. GP/EFSA/ALPHA/2017/02 LOT 2 GA 2	27/11/2017	n/a Framework Partnership Agreement	48	National Institute for Public Health and the Environment (Rivm)	Entrusting support tasks in the area of plant - plant pest surveillance	Amount				
						Number of Cas				
						Number of SNEs				
12. GP/EFSA/PRAS/2017/02-04	30/11/2017	n/a Framework Partnership Agreement	48	National Agricultural and Food Centre	Entrusting new preparatory tasks falling within the mission of the efsa pesticides unit	Amount				
						Number of Cas				
						Number of SNEs				
13. GP/EFSA/ALPHA/2017/02 LOT 1 GA 2	01/12/2017	n/a Framework Partnership Agreement	48	University of Natural Resources And Applied Life Sciences (Boku)	Entrusting support tasks in the area of plant health - horizon scanning	Amount				
						Number of Cas				
						Number of SNEs				
14. GP/EFSA/PRAS/2017/02-01	04/12/2017	n/a Framework Partnership Agreement	48	Azienda Socio-Sanitaria Territoriale Fatebenefratelli Sacco	Entrusting new preparatory tasks falling within the mission of the efsa pesticides unit	Amount				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
15. GP/EFSA/PRAS/2017/02-05	04/12/2017	n/a Framework Partnership Agreement	48	College Voor De Toelating Van Gewasbeschermingsmiddelen En Biociden*Board For The Authorisation of Plantprotection Products And Biocides	Entrusting new preparatory tasks falling within the mission of the efsa pesticides unit	Amount				
						Number of Cas				
						Number of SNEs				
16. GP/EFSA/FIP/2018/01 LOT 1	07/11/2018	n/a Framework Partnership Agreement	48	Technical University of Denmark (Dtu)	Entrusting support tasks in the area of food ingredients and packaging - development of a new guidance on the data required for the risk assessment of flavourings to be used in or on foods.	Amount				
						Number of Cas				
						Number of SNEs				
17. GP/EFSA/FIP/2018/01 LOT 2	07/11/2018	n/a Framework Partnership Agreement	48	Technical University of Denmark (Dtu)	Entrusting support tasks in the area of food ingredients and packaging - support in the safety evaluation of food enzymes.	Amount				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
18. GP/EFSA/FIP/2018/01 LOT 3	09/11/2018	n/a Framework Partnership Agreement	48	The University of Hertfordshire Higher Education Corporation	Entrusting support tasks in the area of food ingredients and packaging - implementation of the evidence-based ra for re-evaluation of approved sweeteners, BPA, substances authorised for use in fcm.	Amount				
						Number of Cas				
						Number of SNEs				
19. GP/EFSA/AMU/2020/02	10/09/2020	n/a Framework Partnership Agreement	48	Bundesinstitut Fur Risikobewertung* Federal Institute For Risk Assessment Bfr	Tools for evidence management in global information networks to achieve scientific advice on food and feed safety	Amount				
						Number of Cas				
						Number of SNEs				
20. GA/EFSA/AFSCO/2016/01-03 LOT 3	09/12/2016	375,000.00	51	Universiteit Utrecht	Assessment of the freedom of animal disease/infection	Amount				
						Number of Cas				
						Number of SNEs				
21. GP/EFSA/AFSCO/2017/04	15/12/2017	314,503.29	38	Fera Science Limited	Alpha smart monitoring of airborne plant pathogens	Amount				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
22. GP/EFSA/ALPHA/2017/02 LOT 1 GA 1 - SA 3	03/12/2019	249,999.93	36	Agence Nationale De La Securite Sanitaire De L Alimentation De L Environnement Et Du Travail (Anses)	Media and literature monitoring	Amount				
						Number of Cas				
						Number of SNEs				
23. GP/EFSA/ALPHA/2017/02 LOT 3 GA 1 - SA N.2	04/06/2020	54,761.85	7	University of Thessaly (Uth)	Pest categorisation of large groups: tephritidae family (fruit flies)	Amount				
						Number of Cas				
						Number of SNEs				
24. GP/EFSA/ALPHA/2018/02	06/12/2018	200,000.00	37	Agricultural Institute of Slovenia	Image analysis for early detection of quarantine plant pests	Amount				
						Number of Cas				
						Number of SNEs				
25. GP/EFSA/ALPHA/2018/03	11/12/2018	45,000.00	27	Benaki Phytopathological Institute (Bpi)	Pilot application of smart surveillance tools for citrus black spot pathogen in greece	Amount				
						Number of Cas				
						Number of SNEs				
26. GP/EFSA/ALPHA/2018/03	10/12/2018	80,000.00	27	Consiglio Per La Ricerca In Agricoltura E L'analisi Dell'economia Agraria	Pilot application of smart surveillance tools for citrus black spot pathogen in italy	Amount				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
27. GP/EFSA/ALPHA/2019/04	19/12/2019	200,000.00	38	Instituto Valenciano De Investigaciones Agrarias (Ivia)	Risk assessment uncertainty	Amount				
						Number of Cas				
						Number of SNEs				
28. GP/EFSA/AMU/2016/01 - SA 5	27/11/2018	314,671.50	28	Federal Institute for Risk Assessment (Bfr)	Map and analyse global food and feed supply chains	Amount				
						Number of Cas				
						Number of SNEs				
29. GP/EFSA/AMU/2016/01 - SA 7	26/11/2019	134,397.80	17	Federal Institute for Risk Assessment (Bfr)	Extend the content, functionality and usability of the online fsk-web model repository	Amount				
						Number of Cas				
						Number of SNEs				
30. GP/EFSA/AMU/2019/01	07/08/2019	150,000.00	18	National Institute for Public Health And The Environment (Rivm)	Efsa platform for bayesian benchmark dose analysis	Amount				
						Number of Cas				
						Number of SNEs				
31. GP/EFSA/PRAS/2016/02 - SC 5	12/03/2020	184,236.26	13	National Institute for Public Health and the Environment (Rivm)	Elaboration of prospective scenarios for cumulative risk assessment of pesticides	Amount				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
32. GP/EFSA/AFSCO/2017/01	12/05/2017	55,845.90	55	National Food Agency (Slv)	Evidence based risk ranking of chemical and microbiological hazards in food	Amount				
						Number of Cas				
						Number of SNEs				
33. GP/EFSA/ENCO/2018/02	14/08/2018	60,000.00	37	National Institute Of Biology (Nib)	Potential exposure of bumblebees and other wild pollinators to pesticides in spraying in the early morning and evening	Amount				
						Number of Cas				
						Number of SNEs				
34. GP/EFSA/ENCO/2018/03 - GA01	17/12/2018	98,063.50	26	National and Kapodistrian University Of Athens (Uoa)	Partnering grants: novel foods as red meat replacers, an insight using risk benefit assessment methods (the novrba project)	Amount				
						Number of Cas				
						Number of SNEs				
35. GP/EFSA/ENCO/2018/03 - GA02	12/12/2018	99,812.24	32	Economic and Food Safety Authority (Asae)	Partnering grants: improving data quality for risk assessment	Amount				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
36. GP/EFSA/ENCO/2018/03 - GA03	10/04/2019	98,156.17	26	Federal Institute For Risk Assessment (Bfr)	Partnering grants: standardising molecular detection methods to improve risk assessment capacity for foodborne protozoan parasites, using cryptosporidium in ready-to-eat salad as a model	Amount				
						Number of Cas				
						Number of SNEs				
37. GP/EFSA/ENCO/2018/03 - GA04	29/03/2019	100,000.00	26	Universidad De Granada	Partnering grants: knowledge platform for assessing the risk of biosphenols on gut microbiota and its role in obesogenic phenotype: looking for biomarkers	Amount				
						Number of Cas				
						Number of SNEs				
38. GP/EFSA/ENCO/2018/03	04/07/2019	60,000.00	37	Icelandic Food Andveterinary Authority Mast	Studying the dynamics of esbl/ampc producing e. Coli and resistance plasmids between different reservoirs using standard phenotypic methods along wiht the whole-genome sequencing (wgs)	Amount				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N	N+1	N+2	N+3
39. GP/EFSA/ENCO/2020/01	26/03/2020	25,000.00	10	National Sanitary Veterinary And Food Safety Authority (Ansvsa)	Awareness raising video to prevent spread of asf in romania	Amount				
						Number of Cas				
						Number of SNEs				
40. GP/EFSA/AFSCO/2017/03	01/03/2018	375,000.00	36	The University Of Manchester	Detection and quantification of allergens in foods and minimum eliciting doses in food allergic individuals	Amount				
						Number of Cas				
						Number of SNEs				
41.GP/EFSA/PRAS/2017/02; GA 02; SA 1-2019	15/10/2019	131,689.90	25	Agence Nationale De La Securite Sanitaire De L Alimentation De L Environnement Et Du Travail (Anses)	Entrusting new preparatory tasks falling within the mission of the efsa pesticides unit	Amount				
						Number of Cas				
						Number of SNEs				
42. GP/EFSA/PRAS/2017/02 - GP 03 - SA2	22/06/2018	140,420.88	40	Benaki Phytopathological Institute (Bpi)	Entrusting new preparatory tasks falling within the mission of the efsa pesticides unit	Amount				
						Number of Cas				
						Number of SNEs				
43. GP/EFSA/PRAS/2017/02; GA 03; SA 1	05/08/2019	98,500.00	17	Benaki Phytopathological Institute (Bpi)	Entrusting new preparatory tasks falling within the mission of the efsa pesticides unit	Amount				

	General information[158]					Financial and HR impacts				
	Actual or expected date of signature	**Total amount**	**Duration**	**Counterpart**	**Short description**		**N**	**N+1**	**N+2**	**N+3**
						Number of Cas				
						Number of SNEs				
44. GP/EFSA/PRAS/2017/02; GA 03; SA 3	29/08/2019	98,500.00	19	Benaki Phytopathological Institute (Bpi)	Entrusting new preparatory tasks falling within the mission of the EFSA pesticides Unit	Amount				
						Number of Cas				
						Number of SNEs				
45. GP/EFSA/PRAS/2017/02; GA 05; SA 2-2020	02/04/2020	75,776.58	12	Board for The Authorisation Of Plantprotection Products And Biocides (Ctgb)	Entrusting new preparatory tasks falling within the mission of the EFSA pesticides Unit	Amount				
						Number of Cas				
						Number of SNEs				
46. GP/EFSA/PREV/2020/01	11/06/2020	250,000.00	28	Technical University of Denmark (Dtu)	Update of a database of toxicity endpoints of pesticides	Amount				
						Number of Cas				
						Number of SNEs				
47. GP/EFSA/AFSCO/2015/03 SA01	06/05/2016	120,000.00	56	Agencia Espanola De Seguridad Alimentaria Y Nutricion	Management and scientific coordination	Amount				
						Number of Cas				
						Number of SNEs				
48. GP/EFSA/SCER/2020/02	17/09/2020	100,000.00	15	Agence Nationale De La Securite Sanitaire De L Alimentation De L Environnement Et Du Travail (Anses)	Efsa pilot project on new approach methodologies (nams) for tebufenpyrad risk assessment. Part 1. Development of physiologically-based kinetic (pk) model coupled with pulmonary and dermal exposure	Amount				
						Number of Cas				
						Number of SNEs				
Total grant agreements: 48						**Amount**				
						Number of Cas				
						Number of SNEs				

	General information[158]					Financial and HR impacts			
	Actual or expected date of signature	**Total amount**	**Duration**	**Counterpart**	**Short description**		**N**	**N+1**	**N+2**	**N+3**
Contribution agreements										
1.2019/405-828	01/06/2019	750,000	36	European Commission	Preparatory measures for the participation of the candidate and the potential candidate countries in the work of EFSA	Amount	27,000	54,000	54,000	27,000
						Number of Cas				
						Number of SNEs	1	1	1	1
Total contribution agreements: 1						**Amount**	**162,000**			
						Number of Cas				
						Number of SNEs	**1**			
Service-level agreements										
1. JRC/35116/2020	16/09/2020	870,000	5 years	European Commission (Joint research Centre)		Amount	870,000			
						Number of Cas				
						Number of SNEs				
Total service-level agreement agreements						**Amount**	870,000			
						Number of Cas				
						Number of SNEs				
TOTAL						**Amount**	**897,000**	**54,000**	**54,000**	**27,000**
						Number of CAs				
						Number of SNEs	**1**			

Annex XIa. Work programme for grants and operational procurements for 2021

1. Operational sourcing by strategic objective

Table 74. Operational sourcing by SO.

Strategic objective	Indicative 2021 budget
SO1 — Prioritise public and stakeholder engagement in the process of scientific assessment	**EUR 17,802,756**
Main areas	
Generating, collecting, collating, synthesising and analysing evidence supporting preparatory work for evidence-based scientific assessment at EFSA, including literature review in the areas of animal health and welfare, plant health, biological hazards, contaminants, pesticides, novel foods	
Implementation of tasking grant for high-risk plants	
Expert assistance in drafting the One Health Zoonoses report, TSE EU Summary Reports, other EU summary reports, including analysis of antimicrobial resistance (AMR) data	
Tasking grant on priority pest	
Tasking grant for surveillance	
Tasking grant to support risk assessments in the area of contaminants in food and feed	
Call for expression of interest in the areas of residue Activities, approval of active substances, novel foods, nutrient sources, feed additive applications, GMO, animal and plant Health	
Tasking grant for Residue Activities	
Support for food additives re-evaluations	
Support for safety evaluation of food enzymes	
Implementation of tasking grant for approval of active substances of pesticides	
Activities relating to the assessment of GMO applications (statistical & toxicological support and literature searches)	
Support for preparatory work in the area of novel foods	
GMO applications sequencing quality check	
Rapid outbreak assessment: EFSA/ECDC framework contract for sequencing services	
Expert support and literature review in assessing feed additive dossiers	

Strategic objective	Indicative 2021 budget
SO2 — Widen EFSA's evidence base and optimise access to its data	**EUR 4,165,000**
Main areas	
Support in a series of activities linked to the improvement of data quality	
SEED tasking grant	
Access to an online food label database covering food and drink products from different EU Member States and access to market-shared data	
RPC (Raw Primary Commodity) Model Update	
Next-generation EU Menu	
Support to the Member states with data collection and analysis processes on animal disease outbreaks and surveillance (SIGMA)	
One Health Whole Genome Sequencing	
Further development and update of EFSA's chemical hazards database	
SO3 — Build the EU's scientific assessment capacity and knowledge community	**EUR 5,998,944**
Main areas	
Focal point agreements with EU/EEA Member States	
Partnering grants	
Fellowship programme	
Thematic Grants	
Specialised training courses on certain aspects of food safety RA	
Implementation of artificial intelligence approaches	
'Hackathon' prize contest: Software/apps developed by 'the crowd' to be used by EFSA to carry out its mission	
Expert Knowledge elicitation: e-learning methods	
CROWDSOURCING: Engaging communities effectively in scientific assessment	
Update of the EFSA pesticides genotoxicity database	
Provision of evaluation and feedback services	
Quantitative and qualitative target-audience research	
Development of integrated communication campaigns and development of multimedia and online communications- related services as standalone products	
Development of static & interactive information and storytelling products	
EFSA Journal	
Institutional and stakeholders' relations	
SO4 — Prepare for future risk assessment challenges	**EUR 11,664,294**
Main areas	
Animal Health and welfare: Syndromic surveillance	
Tasking grant in the area of animal health and welfare : Syndromic surveillance	
Arthropod vectors	
Support wild boar data collection	
Story maps on animal diseases	

Strategic objective	Indicative 2021 budget
Outsourcing research and data collection on Xylella Vectors	
Science studies roadmaps	
Science Studies: preparatory work for New Assessment Methodologies (NAMs) and case studies for NAMs	
Intelligence gathering / horizon scanning for future scientific study themes resulting in a list of common interest of partners	
RA uncertainty	
Statistical programming: provision of services to EFSA R coding, programming, ad hoc R consultation and provision of a scalable high-performance computing environment	
Implementation of cumulative risk assessment of pesticides	
PRIMO (Pesticide Residue Intake Model) Revision 4	
EUBP platform for harmonised data collection and sharing on bee health and beekeeping in EU	
Revision of Bee Guidance	
Food and feed safety crisis-preparedness training	
Emerging Risks framework for Food FRAUDs as a driver of food safety Emerging Risks	
Inter-human variability in toxicodynamics	
Development of a GIS-based tool I	
EFSA's activities on emerging risks	
Meta-analysis of newly expressed protein levels in GM plants RAMPRO	
Update of the 2012 SC scientific opinion on the TTC: Implementations of the EFSA-WHO recommendations	
Data collection, update and further development of biologically-based models for humans and animal species to support transparency in food and feed	
Workshop on Benchmark Dose	
TKTD model dev for the long-term RA for birds	
Identification of emerging chemical risks in food	
Development of a guidance document on the impact of water treatment processes	
Enhancement for the visualisation of bird migration routes	
Framework for Problem Formulation	
Pilot on Nano technologies	
Development of Adverse Outcome Pathways relevant for the identification of substances having endocrine disruptors properties	
Read-across for Chemical Risk Assessment in food safety	
Emerging risks exchange knowledge platform	
Literature search on Circular Economy and Bioeconomy	
Data collection, tracing, food and feed classification	
Risk assessment methodology programme	
Synthetic Biology	
SO5 — Create an environment and culture that reflects EFSA's values	**EUR 9,475,185**
Main areas	
Information Management Programme (IMP): digital collaboration, New World of Work (NWOW), automation of regulated product workflows for EFSA food-sector areas, customer relationship management, crowdsourcing	
Architecture Transformation Programme (ART)	
Expertise management programme (EMP)	

Strategic objective	Indicative 2021 budget
Library management services	
Consultancy costs relating to quality management and for the programmes (ART, IMP, EMP)	

2. Science programme: procurements and grants

Introduction

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

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

Basic act and financing source

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002, amended by Regulation (EU) 2019/1381 of the European Parliament and of the Council of 20 June 2019 on the transparency and sustainability of the EU risk assessment in the food chain, laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety, referred to hereafter as 'EFSA's founding regulation'.

The following refer specifically to grants.

- Article 36 of EFSA's founding regulation.
- Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of EFSA's founding regulation ([159]) with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission. In particular, Article 5(2) envisages that financial support for tasks entrusted to organisations on the Article 36 list shall take the form of subsidies awarded in accordance with EFSA's financial regulation and implementing rules.

[159] European Parliament and Council Regulation (EC) No 178/2002

Budget line: 3210

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

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

The 2021 work programme on science grants and procurements will be directly linked to the EFSA strategy 2027, implementing its strategic objectives.

Forms of grants to be used by EFSA:

Financing not linked to the costs

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

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

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

Maximum rate of co-financing:

Up to 90 % of the eligible costs; however, the call for proposals may specify lower co-financing rates. Overall, regarding EFSA's grant schemes the following co-financing rates are applicable [160]:

- specific Article 36 grants — max. 90 % of the project's eligible costs;
- thematic grants — max. 50 % of the project's eligible costs;
- partnering projects — max. 50 % of the project's eligible costs;

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

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

Eligibility and exclusion criteria

For all forms of grants.

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

For procurement.

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

Selection and award criteria

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

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

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

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

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

Monitoring the added value of science programme implementation

KPIs for measuring the impact of the science programme in 2021 are expected to be defined within the new performance monitoring framework of the Strategy 2027.

Indicative amounts available for calls for proposals/tenders for 2021 and indicative list of scientific activities to be outsourced

The indicative budget of EUR 22 million for scientific projects in 2021 is higher than the 2020 budget of EUR 11.5 million and the 2019 budget of EUR 7.6 million for scientific activities. The scientific activities to be outsourced in 2021 will ensure the continuation of the projects initiated in 2020 and will comprise new initiatives directly linked to the implementation of EFSA's Strategy 2027 and to EFSA's entry into force of the Transparency Regulation in 2021. During 2020 the indicative list of scientific activities to be outsourced in 2021 will be defined.

3. Communication programme

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

Budget lines: 3410, 3420, 3520

Indicative amounts available for calls for tenders for 2021 and indicative list of operational activities to be outsourced

The indicative budget of EUR 8.5 million for the communication programme in 2021 in support of EFSA's Strategy 2021 will, as an indication, cover processes and projects such as communications content development, content dissemination, *EFSA Journal*, social media, social science, media relations, institutional and stakeholder relations, organisation of communication events relating to specific scientific topics and the EU Agencies Network. During 2020 the indicative list of activities to be outsourced in 2021 will be defined.

4. Operational support

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

Budget lines: 3500, 3501, 3512, 3514, 3530, 3540

Indicative amounts available for calls for tenders for 2020 and indicative list of operational activities to be outsourced

The indicative budget of EUR 20 million for operational support in 2021 in support of EFSA's SOs 1-4, as an indication, will cover logistical support for meetings, operational IT system running costs, various business transformation projects, consultancy costs relating to quality management, the Architecture Transformation programme, the information management programme, organisational development, the expertise

management programme, strategy support and library management services. During 2020 the indicative list of activities to be outsourced in 2021 will be defined.

General provisions

Synergies with interagency and interinstitutional procurements

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

Indicative schedule of calls for proposals and of calls for tenders for 2021

It is expected that the majority of the calls will be launched during the first half of 2021 ([161]). Potential applicants/tenderers are invited to visit the EFSA website to see the list with the forthcoming calls for tenders (procurement) and calls for proposals (grants).

[161] If a call for proposals/tenders is launched before the official approval of the budget, a respective clause will be added to indicate that the project is subject to the approval of EFSA's 2019 budget by the budgetary authority and that no grant/procurement project will be awarded before such approval.

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

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

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

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

3) increase international scientific assessment capacity and knowledge community;

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

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

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

Central to this approach is regular contact between EFSA and DG SANTE with two meetings per year dedicated to updating colleagues in Unit D1on bilateral and multilateral activities with third countries and international organisations. These meetings also offer the opportunity for EFSA to agree with the EC ongoing and new contacts with third countries and/or international organisations.

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

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

EFSA's External Engagement Team (EEET) coordinates international cooperation activities to ensure the sharing of information, offers a single liaison contact point for

EFSA's scientific units, international partners, as well as DG SANTE, and provides support to EFSA senior management for international cooperation activities.

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

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

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

While short-term, *ad hoc* exchanges may take place within events that EFSA organises (e.g. conferences, workshops) or be initiated via existing communication channels, such as the Ask EFSA service, scientific cooperation is usually enabled through formal arrangements. Memoranda of Cooperation (MoC) or Memoranda of Understanding (MoU) for example offer a flexible, non-legally binding, framework for scientific cooperation, providing clarity on the remit of the cooperation and ensuring that important issues regarding the handling of confidential information and personal data are addressed upfront. They also offer the possibility for better planning of joint activities, allow the review of activities when needed and provide for transparency and visibility of the cooperation.

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

EFSA's internal support to international cooperation activities includes a variety of meetings with science colleagues, middle and senior management and staff from ENCO aimed to gather strategic advice and knowledge to support the Agency's international cooperation activities.

Currently, two FTEs are allocated to this work in 2021 in ENCO. This encompasses a vast amount of interaction between EET staff and EFSA colleagues as well as contacts with international partners. In addition, three FTEs are estimated as contributions from other EFSA units to the international process in 2021. This contribution can come in many forms such as attendance and presentation at meetings with international partners, advice and replies to questions, preparation on thematic areas as part of the preparation for meetings.

A budget of EUR 10,000 is planned to cover costs related to events, travel reimbursement, catering costs, and speakers.

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