



# EFSA Strategy 2027

Science  
Safe food  
Sustainability

April 2021

Draft for public consultation



## Table of Contents

<b>Foreword .....</b>	<b>4</b>
<b>Introduction .....</b>	<b>5</b>
<b>Strategic Foundation .....</b>	<b>6</b>
<b>Mission .....</b>	<b>6</b>
<b>Vision.....</b>	<b>6</b>
<b>Values .....</b>	<b>6</b>
<b>Excellence.....</b>	<b>6</b>
<b>Independence .....</b>	<b>7</b>
<b>Openness .....</b>	<b>7</b>
<b>Accountability .....</b>	<b>7</b>
<b>Cooperation .....</b>	<b>7</b>
<b>Who we are.....</b>	<b>7</b>
<b>Who we work with .....</b>	<b>8</b>
<b>How we work .....</b>	<b>8</b>
<b>EFSA's Environment.....</b>	<b>9</b>
<b>EFSA's 2027 Strategic Objectives .....</b>	<b>13</b>
<b>Strategic Objective 1 .....</b>	<b>14</b>
<b>Expected Outcome 1.1 .....</b>	<b>14</b>
<b>Expected Operational Results .....</b>	<b>14</b>
<b>Expected Outcome 1.2 .....</b>	<b>15</b>
<b>Expected Operational Results .....</b>	<b>15</b>
<b>Strategic Objective 2 .....</b>	<b>16</b>
<b>Expected Outcome 2.1 .....</b>	<b>16</b>
<b>Expected Operational Results .....</b>	<b>16</b>
<b>Strategic Objective 3 .....</b>	<b>18</b>
<b>Expected Outcome 3.1 .....</b>	<b>18</b>
<b>Expected Operational Results .....</b>	<b>18</b>
<b>Annex I: High-level Implementation Plan.....</b>	<b>19</b>
<b>Strategic Objective 1 .....</b>	<b>19</b>
<b>Expected Operational Result 1.1.1 .....</b>	<b>19</b>
<b>Expected Operational Result 1.1.2 .....</b>	<b>19</b>
<b>Expected Operational Result 1.2.1 .....</b>	<b>20</b>



Expected Operational Result 1.2.2 .....	20
<b>Strategic Objective 2 .....</b>	<b>21</b>
Expected Operational Result 2.1.1 .....	21
Expected Operational Result 2.1.2 .....	22
Expected Operational Result 2.1.3 .....	22
Expected Operational Result 2.1.4 .....	22
Expected Operational Result 2.1.5 .....	23
<b>Strategic Objective 3 .....</b>	<b>24</b>
Expected Operational Result 3.1.1 .....	24
Expected Operational Result 3.1.2 .....	24
Expected Operational Result 3.1.3 .....	25
Expected Operational Result 3.1.4 .....	25
<b>Annex I: Terminology &amp; Hierarchy.....</b>	<b>26</b>

Draft for public consultation



## Foreword

*This section will be drafted prior to the Management Board adoption of the Strategy, planned for June 2021*

Draft for public consultation



# Introduction

This document comes at a historical point in time for EFSA: an amendment to the General Food Law came into effect in 2021 that increased its responsibilities towards EU citizens; EU-wide policy directives, such as the Green Deal, have been announced that will shape the focus of its activities in the years ahead; and the SARS-CoV-2 global pandemic has, and will, require it to adapt to new ways of working. It is against this backdrop that EFSA has prepared its Strategy 2027. It sets out how EFSA intends to respond to this changing environment, describing the added value it proposes to its customers, partners, stakeholders, and the public at large.

EFSA's Strategy 2027 is structured in three main parts. The first part describes EFSA's strategic foundation – the elements that give purpose and meaning to its day-to-day activities, including its key values. These represent and reflect the role the organisation will have in the years to come.

The second part details the outcome of an analysis that EFSA carried out of its internal and external environment. The aim of the analysis was to identify the critical challenges and opportunities that it will face in the future and to explore their relevance to the organisation in the medium and long term.

The third part of the document sets out the strategic objectives, expected outcomes and results that will guide EFSA through the next six years. This is accompanied by a high-level implementation plan, detailing what activities EFSA will carry out to achieve the objectives.

The Strategy has been drawn up in close consultation with EFSA's Management Board and in the shaping of the final document EFSA will consider feedback from a public consultation from EFSA's partners and stakeholders. A mid-term review of the Strategy will be carried out at the end of 2024 to assess progress and make necessary adjustments as a result of any changes that occur in the meantime to EFSA's operating environment.



# Strategic Foundation

EFSA's Strategic Foundations are the elements that give purpose and meaning to its day-to-day activities.

The elements that form EFSA's Strategic Foundations are the following:

- **Mission**
- **Vision**
- **Values**
- **Who we are**
- **Who we work with**
- **How we work**

## Mission

EFSA contributes to safety in the food chain from farm to fork. We protect human life and health, taking account of animal health and welfare, plant health and the environment.

We deliver independent scientific advice to policy makers, through cooperation with our partners, and in an open dialogue with society.

## Vision

Ensuring safe food and contributing to sustainable food systems through independent and trustworthy scientific advice.

## Values

### Excellence

#### Organisational Description

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

#### Staff Description

I work to the highest possible standards to support EFSA in achieving its mission. I am efficient, agile and innovative in my work.



<b>Independence</b>	
<b>Organisational Description</b>	<b>Staff Description</b>
We ensure impartiality of our scientific outputs. Staff and experts, free of conflicts of interests, analyse data and apply methods objectively. Group decision-making allows for diversity and review among peers.	I carry out my work impartially, in accordance with EFSA's policy on independence. I strive to ensure that the data, methods and experts I work with are free of bias to the greatest extent possible.
<b>Openness</b>	
<b>Organisational Description</b>	<b>Staff Description</b>
Our risk assessments and communications are accessible and understandable. They are produced via transparent processes, enhanced by an open dialogue with all interested parties.	I ensure my work is accessible and understandable, underpinned by the principle of transparency. I engage openly with parties interested in my work.
<b>Accountability</b>	
<b>Organisational Description</b>	<b>Staff Description</b>
We serve the public interest, working to deliver improvements in food safety from farm to fork. We use resources effectively, responsibly and sustainably.	I serve the public interest, providing value to society while ensuring that expected results are achieved and resources used effectively, responsibly and sustainably.
<b>Cooperation</b>	
<b>Organisational Description</b>	<b>Staff Description</b>
We see collaboration as the only way to master the complexities of the future. We invest in building long-term partnerships for mutual benefit.	I value collaboration highly, with colleagues and beyond EFSA, sharing knowledge and identifying opportunities for working together in areas of mutual interest.

## Who we are

We are an agency of the European Union set up in 2002 to serve as an impartial source of scientific advice to risk managers and to communicate on risks associated with the food chain. We cooperate with interested parties to promote the coherence of EU scientific advice. We provide the scientific basis for laws and regulations to protect European consumers from food-related risks – from farm to fork.



### Who we work with

We draw on expertise and knowledge from individuals and organisations throughout Europe and globally. We cooperate with national food safety authorities and other organisations involved in risk assessment through our Advisory Forum, focal points, scientific networks, and other competent organisations. We foster partnerships with other EU agencies, as well as international organisations and third countries. We engage regularly with our stakeholders and the public through appropriate platforms and fora.

### How we work

Everything we do is guided by our values. We provide independent scientific advice, upon request of policymakers/risk managers as well as on our own initiative. Transparency is built into our processes in a way that ensures equality for all sectors of society that have an interest in our work. Our scientific advice is led by external experts with specialised knowledge and by our highly qualified staff. We engage with interested parties in an open dialogue throughout the risk assessment process and to communicate the results of our work clearly and accessibly. In partnership with Member States, we work towards a pan-European model for food safety risk assessment to increase efficiency, enable better management of complexity of science and foster innovation.

Draft for public consultation





# EFSA's Environment

The starting point for EFSA's 2027 Strategy was a forward-looking scan and analysis of the internal and external environment in which the Authority finds itself. Carried out in 2019 and 2020, the purpose of this exercise was to identify emerging scientific, societal, political, and technological issues and trends that may have an impact on EFSA's operations in the years ahead. What follows is a summary of the main findings of this environmental scan. Further details and sources<sup>1</sup> can be found in the full reports of the Environmental Scans performed, which will be published alongside the 2027 Strategy on [EFSA's website](#).

## The big picture

The European food safety regulatory framework provides EU consumers with one of the safest food systems in the world. However, demographic changes, malnutrition and the rise of non-communicable diseases, climate change and the depletion of natural resources (including biodiversity) will require new approaches to food safety in the future. The ongoing SARS-COV-2 pandemic, which has placed significant pressure on health systems across the EU, brings the role of science to the centre of the public debate on effective risk analysis.

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

In 2021 - seventeen years since its establishment as a key actor in the European food safety regulatory framework - EFSA is charged with implementing the Transparency Regulation<sup>2</sup>. Brought about as a result of the changing expectations of its customers, stakeholders, and the public at large, the Transparency Regulation ultimately strengthens EFSA's role and places it on a more sustainable footing for the years to come.

The reforms required to bring the Transparency Regulation into effect will require commitment and co-operation from all involved in the food safety system in the EU. This of course includes EFSA and extends to organisations in the public and private sector at a national and European level. It is only by working together and by pooling resources and assets (knowledge, expertise, data, and methods) that the EU will continue to deliver the high standards of food safety for which it is renowned.

---

<sup>1</sup> Sources included the JRC report, external evaluation of EFSA, Farm to Fork Strategy etc.

<sup>2</sup> 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



## **Evolving dialogue with society**

Trends such as the rise of populism and national sentiment in the EU, coupled with the democratisation of information in a highly interconnected, global environment, are combining to affect the trust of citizens in institutions and the expectations that society places on regulatory science. Within the EU, food safety information needs vary significantly depending on socio-economic factors and geography. And food safety is just one piece of the puzzle: it influences consumer choices together with food quality, origin, taste, nutrient content, environmental impact, and price. As the Transparency Regulation indicates, more attention should be given to provide coherent, consistent and clear messages about food-related risks. This reinforces risk communication as a core part of the risk analysis paradigm with its relevance arguably set to increase within today's information ecosystem. Keeping pace with the rapid advances in communication technology represents a challenge for a regulatory body such as EFSA. Building and maintaining networks of food safety communications professionals across the EU will be key to harnessing the opportunities that these new advances offer.

At the same time, the call for transparency emphasises the need for increased open dialogue with society. Appropriate engagement strategies in risk assessment and communication must take into account the positions of different stakeholders and ensure a balanced representation of all interested parties. There must be transparent, widely-available information for those interested in understanding EFSA's processes and accessible, independent mechanisms that allow for stakeholders to contribute to its work.

## **Food safety – integral to sustainable food systems**

As the global population grows from 7 billion in 2010 to a projected 9.8 billion by 2050, overall food demand is on course to increase by more than 50% and demand for animal-based foods by nearly 70%. Yet even today, hundreds of millions of people remain hungry and agriculture already uses almost half of the world's arable land. Furthermore, agriculture and related land-use change generate 25% of annual greenhouse gas emissions. To achieve the SDG targets, it is necessary to significantly transform our production and consumption patterns, producing more with less and reducing waste.

This transformation will likely require the development of alternative food and feed sources (e.g. insects and synthetic meat) and new production technologies (e.g. precision farming) that must be assessed for any risks they pose to humans, animals, and the environment. To achieve sustainable consumption and reduce malnutrition, changes in dietary patterns will also be needed in the future. This is reiterated in the EU Farm to Fork Strategy, which seeks opportunities to facilitate the shift to healthier diets and stimulate product reformulation.

Sustainable production of safe food begins on farms. Therefore plant health, an important part of EFSA's mandate, is a cornerstone of food security and sustainable food systems. The International Year of Plant Health in 2020 raised awareness of how protecting plant health can help end hunger, reduce poverty, protect the environment, boost economic development, and contribute to achieving the Sustainability Development Goals.

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



Another important aspect of animal health is the role of animals as intermediate hosts: The SARS-CoV-2 pandemic has demonstrated again the need for assessing and managing risks at the interfaces between wildlife habitats, domestic animals, and the human ecosphere with a systemic perspective.

Not the least the arguments mentioned above demonstrate the necessity of applying a “one health – one environment” approach for safeguarding public health: transdisciplinary cooperation of distinct scientific domains and organisations is dearly needed to address the complexity of the tasks at hand. As one result of this endeavour, integrated risk assessments will provide risk managers with a more comprehensive evidence basis for public health policy decisions.

## **Making the most of the food safety knowledge ecosystem**

The EU’s Food 2030 research agenda promises to address some of the issues that exist as a result of the lack of harmonisation in food safety standards at a global level. It will also help to drive research forward for the diverse areas of EFSA’s remit where the cost of generating new scientific knowledge can be very high. Investments made in partnerships and cooperation with EFSA’s sister agencies and food safety bodies in Member States, as well as with international organisations, will result in further economies of scale and more capacity to deliver on even the most complex regulatory science. Policy developments are taking place even faster through changes linked to new technologies, scientific knowledge, expertise and the exponential growth in the availability of data and information.

EFSA relies on a large pool of scientific expertise to produce its risk assessments, provided by both its network of EU experts and its staff. Attracting the required expertise to EFSA from within the EU is expected to become even more challenging in the future as emerging economies in other parts of the world become appealing hubs for scientists to develop their careers. The withdrawal of the UK from the EU – a country whose scientific experts and competent organisations have traditionally been contributing strongly to EFSA’s work – will also inevitably reduce the pool of suitably qualified risk assessment experts that EFSA can turn to. On the other hand, the ever-increasing mobility of people and knowledge, facilitated by the widespread use of digital technologies such as those that emerged during the Coronavirus pandemic, may mitigate these risks to some extent and presents unique opportunities to be explored further.

## **Harnessing new trends in data, technology and science**

It is estimated that some 90% of the data in the world today has been created in the last two years and approximately 75% of this data is unstructured. At the same time, there is an increasing amount of data from different sources (surveillance and controls, and biomonitoring) that remain under-exploited due to a lack of connectivity. While EFSA is already exploring approaches to manage and exploit big data sets, such as in whole genome sequencing, the sheer speed and complexity with which data relevant to its risk assessments is growing means that new tools and approaches are urgently needed to take advantage of them. Access to real-time data from monitoring systems in the food chain would increase EFSA’s capacity to define scenarios, refine risk assessments or measure the impact of emerging risks or new control methods.

Cognitive analytics such as machine learning and natural language processing can discover patterns and relationships in information from millions of texts, books, online articles and other sources (e.g. social media) - information that could take human researchers decades to discover, retrieve and digest. Artificial intelligence offers great opportunities for risk assessment but also challenges of an ethical and technological nature. EFSA will have to



navigate how to manage its enhanced responsibilities towards transparency in the face of data ownership concerns from Member States and confidentiality claims from applicants, among other considerations.

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

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

Draft for public consultation



# EFSA's 2027 Strategic Objectives

EFSA's Strategy 2027 coincides with the entry into force of the new Transparency Regulation. This Regulation aims to build stakeholders' and citizens' trust in EFSA through increased transparency and improved communication, while making its risk assessments more reliable and its operational model more sustainable. The various requirements placed on EFSA by the Transparency Regulation have been captured in this Strategy as implementation actions. In many respects, they follow on naturally from the objectives and measures that were included in EFSA's Strategy 2020. In addition, the Strategy 2027 outlines new measures that stem from recently-announced, long-term EU policy developments (e.g. F2F strategy).

The Strategy centres around **three Strategic Objectives**. These are further expanded into Expected Outcomes, Expected Operational Results, and key actions as detailed in the high-level Implementation Plan<sup>3</sup>:

- **Strategic Objective 1** | Deliver trustworthy scientific advice and communication of risks from farm to fork.
- **Strategic Objective 2** | Ensure preparedness for future risk analysis needs
- **Strategic Objective 3** | Empower people and ensure organisational agility

Should EFSA successfully achieve these Strategic Objectives, one would expect to see the following impacts, through policies and risk management decisions supported by EFSA's work; i) public health ensured, that takes account of the environment, animal health and welfare, and plant health ii) trust sustained in a food safety system that ensures a high level of protection for human health and consumers' interests.

<sup>3</sup> For a more in-depth overview of the 2027 Strategy hierarchy and definitions, please refer to Annex II



# Strategic Objective 1

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

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

The expected outcomes under Strategic Objective 1 include:

- Increased relevance and improved reputation of EFSA's scientific advice
- Increased relevance and improved reputation of EFSA's risk communication

## Expected Outcome 1.1

### Increased relevance and improved reputation of EFSA's scientific advice

EFSA will support the decisions of risk managers at European and Member State level, via actionable and trustworthy scientific advice.

This will be done in *partnership* with Member States organisations and other EU agencies; through *open dialogue* with consumers, food and feed businesses, the academic community and all other interested parties, and in *cooperation* with international bodies and Third Country Risk Assessors.

The quality, coherence and comprehensiveness of EFSA's scientific advice will increase its relevance. Delivered in an independent and transparent way, it will benefit partners and stakeholders and improve the organisation's reputation.

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

## Expected Operational Results

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





- 1.1.2. Generic scientific advice is delivered with quality and efficiently** via the application of the Transparency Regulation measures such as the implementation of new sourcing/partnership schemes and broadened engagement and carrying out verification studies upon request. Further efforts will include strengthened mandate preparation with EFSA's customers and the implementation of relevant cross cutting guidance, newly developed methodologies and improved data streams.

## Expected Outcome 1.2

### Increased relevance and improved reputation of EFSA's risk communication

EFSA will ensure that risk assessment advice is useful and understandable, through actionable and trustworthy risk communication.

This will be done in *partnership* with EU risk managers, Member States risk assessors and managers and other EU agencies, through *open dialogue* with consumers, food and feed businesses, the academic community and other interested parties and in *cooperation* with international bodies and Third Country risk assessors as a secondary audience.

The quality, clarity, coherence and timeliness of EFSA's risk communication products will benefit partners and stakeholders, as well as the public at large, improving the organisation's reputation.

## Expected Operational Results

- 1.2.1. An audience-first approach ensures quality throughout risk communication.** EFSA will generate and use insights from social research, analyse the impact of its communication activities and focus on personalizing user experience across its communication tools, including through extended multilingual approaches. At the same time, it will extend its role in providing technical assistance and promoting research in the area of communication science.
- 1.2.2. Coordinated risk communication is delivered with the European Commission, Member States and ENVI agencies.** EFSA will support the EC in development of the future General Plan for Risk Communication, and invest accordingly in its communication channels and digital platforms, ranging from the evolution of the EFSA Journal to campaigns delivered to EU citizens, through strengthened EU coordination. Joint crisis communication for food safety at the EU level will be enhanced.



## Strategic Objective 2

### Ensure preparedness for future risk analysis needs

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

The expected outcome under Strategic Objective 2 is:

- **Increased risk analysis capabilities (knowledge, expertise, methodologies and data) to maintain relevance for the future**

#### Expected Outcome 2.1

##### **Increased risk analysis capabilities (knowledge, expertise, methodologies and data) to maintain relevance for the future**

EFSA will ensure preparedness for future risk analysis needs by co-producing and making available knowledge, expertise, methodologies and data.

This will be done in *partnership* with MS and other EU agencies, in *cooperation* with international and Third Country risk assessment bodies, and through *open dialogue* with risk managers, the wider scientific community/academia, and stakeholders.

The quality, comprehensiveness, and coherence of the four risk analysis capabilities and the efficiency with which knowledge is generated at EU level will benefit partners and stakeholders. This way, EFSA and its partners will be able to address food safety challenges of the future.

#### Expected Operational Results

**2.1.1 Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level.** This is achieved via the further development of EU and international cooperation fora and channels, capacity building initiatives, long-term partnerships, flexible and innovative workforce planning and sourcing; as well as strengthened approaches, leveraged by social science, for engaging with those who can provide input into EFSA's activities.

**2.1.2 The quality and scale of crisis preparedness and the identification of emerging risks is improved.** Strengthened foresight and horizon scanning will lead to this result, and so will the linking of early warning systems and data systems across the EU bodies, Member States and international organisations such as WHO. Better coordination in media monitoring and early warning communications will support these efforts.

**2.1.3 The quality of scientific guidance and methodologies, with the necessary risk assessment capabilities is improved to address future challenges.** Within its risk assessment approaches, EFSA will develop and integrate new scientific developments, innovations in food systems, data, and technology, and strive to meet One health policy needs.





**2.1.4 Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured,** with a view of contributing to the achievement of Sustainable Development Goals (SDGs). Exploratory studies and projects to implement new legislation will be undertaken; EFSA will advocate for relevant topics to be included as priorities for EU co-funded research programmes.

**2.1.5 Wider access to and broader exploitation of data and analytics is achieved.** EFSA will strengthen a collaborative data governance together with Member States and other Agencies, improve data quality and interoperability, and draw on AI-enabled analytics and technologies. Activities will be supported by novel data services and data products developed, using collaborative digital platforms delivered in a One Health EU ecosystem.

Draft for public consultation



## Strategic Objective 3

### Empower people and ensure organisational agility

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

The expected outcome under Strategic Objective 3 is:

- **Improved reputation of EFSA as an accountable institution and an attractive employer**

#### Expected Outcome 3.1

##### **Improved reputation of EFSA as an accountable institution and an attractive employer**

EFSA and its staff will guarantee the efficient implementation of its strategy and entrusted resources, through effective governance, management, and enabling services, inspired by its five core values. This will be done in close *partnership* with EU Institutions.

Demonstrating accountability and efficiency to the EU Parliament, Council and the European Commission will improve the organisational reputation. EFSA will empower its staff and invest in talent management, attracting expertise to support the implementation of its Strategy.

#### Expected Operational Results

- 3.1.1 Staff engagement is inspired by EFSA's value system.** Efforts focussing on competency management and talent development, promoting a culture of agility, accountability, trust, and care are expected to inspire employee engagement and, more broadly, improve the attractiveness of EFSA as an employer.
- 3.1.2 User satisfaction and efficiency of enabling services is enhanced.** This is achieved by investing in technological infrastructure, methods for digital collaboration, and initiatives to make processes more efficient and services more user-friendly.
- 3.1.3 Operational performance is ensured** by an integrated and lean system for management and governance, adequate internal control and assurance, an embedded results-based approach, and quality management powered by continuous improvement.
- 3.1.4 Alignment with EU strategies and policies is ensured** through strengthened institutional partnerships, joint Governance mechanisms with EU partners and agile strategic planning. Partnership schemes with national scientific organizations are expected to be delivered in alignment to the overall strategy.



# Annex I: High-level Implementation Plan

## Strategic Objective 1

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

#### Expected Operational Result 1.1.1

Assessments for regulated products are delivered with quality and efficiently

Key Actions
Implement notification of studies and pre-submission advice and public consultations on renewals (TR)
Provide guidance to applicants on the regulated product dossiers submissions (including submission of data)
Apply confidentiality assessments and data disclosures (TR)
Broaden the use of (in/out) sourcing tools and partnership schemes ensuring appropriate risk assessment capacity (TR)
Apply broadened engagement of partners and stakeholders based on openness and transparency (TR)
Implement relevant guidance, newly developed methodologies and lean processes
Implement increased automation of regulatory dossier processing (NOS checks, confidentiality assessment, validation), hazard and exposure assessments (e.g. R4EU, metapath, REUDIS) and draft assessment report preparation
Make use of wider, improved and new data streams

#### Expected Operational Result 1.1.2

Generic scientific advice is delivered with quality and efficiently

Key Actions
Implement mandate agreement methodology, including on the scientific value, and toll gate check
Implement fit for purpose protocol development and publication, including problem formulation and the use of appraisal tools
Broaden the use of (in/out) sourcing tools and partnership schemes ensuring appropriate risk assessment capacity (TR)
Apply broadened engagement of partners and stakeholders based on openness and transparency (TR?)



Implement relevant guidance, newly developed methodologies and lean processes
Make use of wider, improved and new data streams
Implement flexible processes to integrate and assess data for urgent/rapid advice

### Expected Operational Result 1.2.1

#### An audience-first approach ensures quality throughout risk communication

Key Actions
Conduct structured and systematic social research for communication priorities and campaigns (TR)
Provide technical assistance in the area of risk communication upon request of risk managers (TR)
Spearhead EU 'One Health - One Environment' communication science research agenda
Extend accessibility and strategic reach of communication through multilingual approaches
Assess the impact of EFSA communication activities through real-time analytics
Gather real-time user data to customize what users experience on EFSA digital platforms (i.e. personalized journeys )

### Expected Operational Result 1.2.2

#### Coordinated risk communication is delivered with the European Commission, Member States and ENVI agencies

Key Actions
Provide support to EC in preparing the General Plan for Risk Communication (TR)
Strengthen coordination models for risk communication at EU level (TR)
Strengthen digital platforms with clear brand and functions (e.g. OpenEFSA, EFSA Journal, upgraded website, common platforms with partners) (TR)
Evolve primary communication channels (e.g. EFSA Journal) to enable harmonisation of risk assessment at the EU and international level
Create mainstream campaigns that serve as reference point for coordinated comms on food in the EU (TR)
Embed social media-always approach in content mix, increasing influence in digital space via community management
Enhance joint crisis communication for food safety that serves as a reference point in the EU
Tackle false information about food safety in partnership with JRC, SANTE, MS and other relevant actors (TR)



## Strategic Objective 2

### Ensure preparedness for future risk analysis needs

#### Expected Operational Result 2.1.1

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

Key Actions
Develop strategic and operational partnerships with MS competent organisations and EU Agencies to boost the sustainability of the risk assessment system (TR)
Support the function and expansion of networks and partnerships through platforms, which will facilitate information, data and knowledge sharing, and will enable communication and cooperation with other actors of the regulatory ecosystem
Promote scientific cooperation, beyond the EU, with international organisations and risk assessment bodies in Third Countries
Establish a digital platform for Academia to support the generation of ideas, analysis and evaluation of data, projects as part of an Innovation Community
Create innovative workforce planning and sourcing based on effective and diverse expertise scanning and (out/in) sourcing tools, complemented by AI and crowdsourcing (TR)
Provide EU capacity building and competency management & development actions in close cooperation with Member States and EU Agencies (TR)
Implement a strengthened engagement framework and expand the toolkit of engagement methods and outreach (TR)
Expand the use of societal insights for communication, engagement and in support of a harmonized RA culture (TR)
Develop coordinated models for risk communication at EU level (TR)
Establish networks and an engagement framework with EU-funded research projects aimed at supporting risk assessment capacity building and risk communication.



### Expected Operational Result 2.1.2

**The quality and scale of crisis preparedness and the identification of emerging risks is improved**

Key Actions
Strengthen foresight and horizon scanning in open dialogue with partners and stakeholders
Participate in a strengthened EU governance on crisis preparedness and support enhanced MS capacity and preparedness to respond to crises
Link early warning systems across different sectors and facilitate access to data across EU bodies and MS
Support the development and implementation of monitoring and surveillance approaches for newly emerging chemicals
Ensure coordinated media and social media monitoring and early warning communication

### Expected Operational Result 2.1.3

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

Key Actions
Ensure forward looking engagement with partners and stakeholders to achieve synergies on RA topics of mutual interest and facilitate the development and implementation of harmonized risk assessment methodologies
Prepare to address risk assessment challenges associated with food and feed system innovations
Develop risk benefit approaches for chemical and biological hazards in human and environmental risk assessment
Develop and implement systems-based approaches for regulatory environmental risk assessment
Establish criteria and scientific assessment options to support the application of tiered approaches of methodological complexity to deliver fit for purpose assessments
Develop and integrate new approach methodologies (NAMs) and omics for regulatory risk assessment
Develop risk assessment of combined exposure to multiple chemicals, across regulatory domains
Integrate, cheminformatics and bioinformatic approaches, technologies and data into next generation risk assessment
Explore the need to include microbiomes in risk assessment
Keep EFSA's risk assessment processes updated in line with evolving regulatory, policy and quality drivers (TR)

### Expected Operational Result 2.1.4

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

Key Actions
-------------



Strengthen role and advocacy in regulatory science bodies to ensure good coverage of research priorities and full and open access to research results

Develop Risk Assessment approaches to address sustainable food systems and One Health policy needs based on EC requests

## Expected Operational Result 2.1.5

### Wider access to and broader exploitation of data and analytics is achieved

Key Actions
Strengthen data governance and data partnership in collaboration with EU Member States, European Union institutional partners and international organizations
Improve data quality, interoperability, discoverability and usability
New Data Streams are identified, big data and real-time data harvesting is used in risk assessment
Deliver agile data analysis services and AI-enabled innovative analytics
Ensure wide and timely use of open food safety data by digital platform-based collaboration and EU One Health Ecosystem

Draft for public consultation



## Strategic Objective 3

### Empower people and ensure organisational agility

#### Expected Operational Result 3.1.1

**Staff engagement is inspired by EFSA's value system**

Key Actions
Implement activities to increase EFSA's attractiveness for skilled staff
Scout, source, develop and deploy competencies, engaging and aligning a diverse, committed and high-performing workforce to EFSA's mission and culture
Optimize EFSA's human capital via strategic succession planning, ensuring growth and retention of internal talents
Evolve EFSA into a Learning Organisation at individual (skills and behaviours), team (knowledge sharing, collaboration and issue-solving) and organisation – wide (capability improvement, talent engagement and alignment to strategy) level
Set up working environment and processes conducive to collaboration, innovation and knowledge-sharing
Leverage and promote new ways of working fostering autonomy, accountability, and digital dexterity
Strengthen managerial and leadership competencies & empower people
Enforce an agile culture & develop performance management, change management and business transformation capabilities
Continuously nurture staff engagement and enforce reward & recognition mechanisms
Develop a Knowledge Management framework fostering continuous learning and collaboration between in-house staff and external experts

#### Expected Operational Result 3.1.2

**User satisfaction and efficiency of enabling services is enhanced**

Key Actions
Ensure via a partnering approach the provision of best-in-class management services and solutions in support to the core business
Integrate, standardise and streamline the provision of transactional, administrative and scientific support services via a shared service office and single point of contact
Evolve confidentiality, competing interest and public access to document services to align with modern business practices e.g. outsourcing of technical activities (TR)
Implement process leaning initiatives to standardise, streamline and automate as much as possible the activities currently performed
Enhance Information Security, Business continuity and other services integrating developments in technological infrastructure and digitalisation





Optimize financial tools and instruments (grants, etc.) to foster participation and engagement of MSs in EFSA's activities

### Expected Operational Result 3.1.3

#### Operational performance is ensured

Key Actions
Responsive governance and decision-making
Integrate and streamline EFSA's management systems
Apply an integrated yet lean set of assurance and internal control mechanisms to ensure compliance
Ensure optimal budget execution in compliance with rules and regulations
Strengthen the use of results and performance metrics to steer and optimize the strategy delivery
Integrate quality management objectives and practices in EFSA's processes to ensure continuing customer satisfaction
Implement a comprehensive set of continuous improvement and learning actions to achieve regular efficiency improvements

### Expected Operational Result 3.1.4

#### Alignment with EU strategies and policies is ensured

Key Actions
Further develop shared resources, capabilities and services with other EU Institutions and Agencies
Promote joint governance mechanisms with the European Commission and EU Agencies
Encourage agile and ecosystem-conscious strategic planning and work-programming
Expand and operationalise relations and exchanges with EU Institutional partners



# Annex I: Terminology & Hierarchy

## Expected Impacts

### (Our Society)

The Expected Impacts are the downstream value we aim at providing to the broader society. They are the overarching objectives of the EU Food Law and other legislation and policies to which we directly contribute on request of the policy makers. Although in this document we do not specify nor measures these Impacts, we stand ready to work with policy makers to define them (for example on health and potentially sustainability) and their monitoring framework, including specific targets for EFSA's contribution.

## Strategic Objectives

EFSA's 2027 Strategy foresees the achievement of three different Strategic Objectives that together shape the overarching goal of the agency. These Strategic Objectives will guide EFSA in fulfilling its mission in light of the challenges and opportunities described above, while aiming to increase customer satisfaction and the trust of stakeholders in its scientific advice and, at the same time, without compromising its core values or the quality of its work.

## Expected Outcomes

### (Our Target Audiences)

The Expected Outcomes are the value we aim at providing to our target audiences, i.e. customers, stakeholders, citizens (as applicable). This value includes the needs we address and the problems we solve. The contribution of EFSA's activities on the Outcomes can be assessed via subjective feedback and in some cases via objective measurements. Consultation with the target audiences will improve the accuracy and relevance of the Expected Outcomes.

The Outcome description is a statement that summarises the value produced for the target audiences via our products/services

## Expected Operational Results

### (Our Products and Services)

The Expected Operational Results (EORs) are the value of our services and products for the target audiences (external but also internal) that use them. The direct contribution of EFSA's activities on the Expected Operational Results can be measured objectively or via (subjective) feedback.

The Expected Operational Results description is a statement summarising the EFSA activities that generate the value proposed.