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**anses**

# Goals and performance contract 2023-2027

between the French State  
and the French Agency for Food, Environmental and  
Occupational Health & Safety

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# Introduction

ANSES, the French Agency for Food, Environmental and Occupational Health & Safety, was founded in 2010. It is accountable to the French Ministries of Health, Agriculture, the Environment, Labour and Consumer Affairs.

As a scientific expert appraisal agency, ANSES provides the scientific guidelines needed to protect humans from health risks associated with food, the environment and the workplace, as well as to prevent risks to animal and plant health. It monitors and assesses these health risks, and devotes research activities to them. It operates within an exacting ethical framework and through dialogue with stakeholders.

It therefore helps advance scientific knowledge to support public decision-makers – and more broadly anyone involved in these risks – including during health crises.

The Agency draws on the expertise of its scientists and some 800 external experts that it mobilises in its expert groups. It also has a network of nine reference and research laboratories spread over 16 geographical sites in France that have achieved European and international recognition in their areas of competence.

This current goals and performance contract (COP) is the Agency's third. It is the result of numerous discussions between the Agency and its supervisory ministries, held between the summer of 2022 and early 2023. Its signature was approved by the Agency's Board of Administrators at its meeting of 14 March 2023.

This new COP comes at a time of profound environmental and social transformation:

- climate change and biodiversity loss,
- tensions over water, energy and food,
- more pressing issues relating to sustainability,
- ageing of the population,
- transformation of work and how it is organised,
- changes in consumption habits,
- technological developments.

The COVID-19 pandemic and other rising threats have highlighted the importance of "One Health": a comprehensive approach to health. ANSES was founded and already operates on this principle of a comprehensive approach to risks at the intersection of the three pillars of the One Health concept: animals – humans – environment.

Issues of sustainability, durability and the impact of climate change are now concrete realities for society stakeholders. Tensions over water, energy and certain commodities (food and manufactured products), exacerbated by climate events, are demonstrating the impact of these issues on everyday life, making it more vital than ever to improve our knowledge of risks. This means that ANSES has to:

- extend the know-how on which its One Health approach is based,
- continue to develop its assessment methods, particularly in terms of socio-economic analysis,
- increase its role in vigilance and anticipation,
- help meet the needs of risk governance players in this context of transition.

At the same time, the Agency's operations will need to be adapted once again to the new missions taken on.

Against this backdrop, the work carried out to draw up the new COP highlighted the need to build this reference framework on the previous one, entrench the Agency's primary and fundamental missions while giving them more context, and take account of the changes the Agency will have to make to address its new challenges.

The structure chosen for this COP therefore revolves around the following five strategic themes:

- **Theme 1:** A strengthened health risk assessment mandate based on a "One Health" approach.
- **Theme 2:** Scientific excellence harnessed to respond to emerging health threats and crises.
- **Theme 3:** An ambitious research and reference policy to safeguard health in keeping with the "One Health" approach.
- **Theme 4:** A strong presence at national, European and international level.
- **Theme 5:** Transparent, efficiency-oriented action.

These themes have been broken down into strategic goals, which will be monitored by a set of indicators and milestones, enabling an annual review to be carried out for the Agency's supervisory ministries and Board of Administrators.

# Theme 1

## A strengthened health risk assessment mandate based on a "One Health" approach

ANSES's primary mission is to assess health risks in its areas of competence, which cover food, the environment, the workplace, animals and plants, drawing on all the available scientific knowledge. The opinions and recommendations it provides to public decision-makers enable them to take the necessary management measures, particularly in situations of high uncertainty or crisis, thereby helping to safeguard health.

To this end, the Agency undertakes collective, multidisciplinary and adversarial scientific expert appraisals that meet high scientific, methodological and ethical standards, to ensure the scientific excellence, quality and independence of its work.

Against a backdrop of major social and environmental change marked by the need to anticipate new threats, the Agency will be strengthening its risk assessment capability as part of the One Health<sup>1</sup> approach, supported by networking with its partners. It will therefore seek to develop new expert appraisal approaches and act to advance the knowledge needed to assess health risks.

In addition, given that its missions are likely to be further extended during the term of this contract, the Agency will work to prepare for their implementation. Lastly, the Agency produces, collects and uses large volumes of data to carry out its missions. In view of the potential represented by its data policy, it will endeavour to define a data strategy and ensure that it is successfully implemented.

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<sup>1</sup> Joint definition by the Food and Agriculture Organization of the United Nations (FAO), World Organisation for Animal Health (WOAH), United Nations Environment Programme (UNEP) and World Health Organization (WHO):

One Health is an integrated, unifying approach that aims to sustainably balance and optimize the health of people, animals and ecosystems. It recognizes that the health of humans, domestic and wild animals, plants, and the wider environment (including ecosystems) are closely linked and interdependent. The approach mobilizes multiple sectors, disciplines, and communities at varying levels of society to work together to foster well-being and tackle threats to health and ecosystems, while addressing the collective need for healthy food, water, energy, and air, taking action on climate change and contributing to sustainable development.

## 1.1 Development of new expert appraisal approaches

To increase the robustness of its work and optimise its ability to assess health risks, new approaches will be implemented by the Agency:

- In terms of **risk assessment methods**: this involves increasing the visibility of the research conducted by ANSES's departments on **risk assessment methods** (assessing the weight of evidence, taking the exposome into account, etc.), including contributions to the development of methodological tools for regulated products introduced at European or international level, in line with the recommendations issued by the Scientific Board following the collective audit of the Agency's research and reference activities in 2021 and 2022.

### Milestone

→ Introduction of a chapter on risk assessment research in the Agency's scientific orientations for research and reference, for the period 2023–2027.

- In terms of **socio-economic analysis**: in order to better assess certain health issues and enhance its expert appraisals with useful knowledge for public debate and decision-making, and in response to the goals of the previous COP, ANSES set up an expert appraisal system in 2021 to structure and consolidate socio-economic analysis. In particular, this included the establishment of a dedicated expert committee. With regard to this new COP, efforts will be made to strengthen this approach while ensuring a balance between the different fields and areas of expertise, and in the types of analysis conducted by the Agency.

### Indicators

→ Annual number of opinions or STS<sup>2</sup> notes incorporating socio-economic analysis, with an unquantified but increasing target.

→ Number of assessment reference standards produced, every two years.

- With the support of the new Social Sciences, Economics & Society Department (DiSSES), which was set up in 2022, ANSES will endeavour to strengthen **cooperation with external teams in the human and social sciences**, on relevant topics.

### Indicator

→ Annual number of research projects in the human and social sciences carried out with external teams, with an unquantified but increasing target (financial volume for information only).

- In order to strengthen its expert appraisal capability on topics with a very broad spectrum, going beyond that of a single agency or national player, ANSES will contribute to the goal of building and sharing a reference framework for **national cooperation with other agencies and players**, in particular to respond to formal requests or expert appraisals requiring cross-disciplinary skills in a One Health approach.

### Milestone

→ Proposal for a generic reference framework for cooperation, 2024.

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<sup>2</sup> STS: Scientific and technical support

## 1.2 Decisive action to advance the knowledge needed to assess health risks

In order to advance the knowledge needed to carry out its health risk assessment mission, ANSES will pursue the following goals:

- As part of the **Fourth National Occupational Health Plan (PST4)**, ANSES is responsible for overseeing Goal no. 7 "Developing research and improving knowledge, particularly on emerging risks", and is the leader for Action 7.1 on the structuring of occupational health research. As such, it will coordinate the drafting of an **occupational health research strategy**, from identification of the teams to be mobilised through to identification of an agenda of priority areas for stakeholders in this field, which will be formalised in a **white paper**.

### Milestone

→ [White paper on the occupational health research strategy, 2024.](#)

- With regard to its **research funding** activities, the Agency will act to consolidate the National Research Programme for Environmental and Occupational Health (**PNR EST**), which is the only programme that draws directly on expert appraisal recommendations to support public policy-making. This will involve seeking new funding and strengthening the links between ANSES and its research funding partners and players (the French Research Agency, ANR, in particular), in line with the national portal for calls for research projects and while preserving the specific nature of the questions to scientific teams arising from health and safety issues.

### Milestones

→ [Note on the development of the PNR EST, 2023.](#)

→ [Report from the periodic self-assessment of the PNR EST, 2024.](#)

- With regard to the **major surveys** it conducts by itself or with partners, such as the major diet surveys (TDS<sup>3</sup>, INCA<sup>4</sup>), ANSES will strive to develop their timing and format so as to better monitor changes in society and smooth budgetary constraints. In light of this, it will continue to work towards the successful completion of the national Albane survey launched jointly with *Santé publique France* on food and nutrition, biomonitoring and the state of health of the French population.
- Lastly, the Agency will be involved in transforming the Indoor Air Quality Observatory (OQAI), by working with the French Scientific and Technical Centre for Building (CSTB) to **set up the Indoor Environment Quality Observatory (OQEI)**: it will complete the discussions under way to propose a mechanism for cooperation in fulfilling this future observatory's missions, mainly in terms of collecting, storing, making available and analysing data on indoor spaces, with a view to implementation from 2024.

### Milestone

→ [Proposed preparatory model for the OQEI, in conjunction with the CSTB, in 2023 for implementation in 2024.](#)

<sup>3</sup> TDS: Total Diet Study

<sup>4</sup> INCA: French Individual Survey on Food Consumption

## 1.3 Risk assessment missions under development

Over the period covered by this COP, the Agency will continue to develop its risk assessment missions, particularly on the following topics.

- ANSES will make sure to implement the **new missions** it took on at the end of the previous COP, or any that are entrusted to it in the period to come. It will therefore work to ramp up activity relating to its new mandate as national reference laboratory for the monitoring of SARS-CoV-2 in wastewater. Moreover, in accordance with the provisions of the Finance Act passed in 2023, ANSES will also become responsible in 2024 for managing the new activity concerning cosmetovigilance and assessment of cosmetics and tattoo products, and more generally for supporting the ministries responsible for defending Europe's positions.

### Milestones

→ Integration of new missions into the quality management system, 2024.

→ Consolidation of a vigilance organisation for cosmetics and tattoo products, presenting regular updates on its implementation from 2024.

- It will also endeavour to consolidate the scheme for developing **reference values** (TRVs<sup>5</sup>, OELs<sup>6</sup>, MRLs<sup>7</sup>, Vmax<sup>8</sup>, etc.) in support of public policy-making and, more broadly, coordinate the schemes for developing these reference values and support the supervisory ministries in their efforts to harmonise these reference values at European level.

### Milestone

→ Proposal note on the development of Vmax schemes, 2024.

- Against a backdrop of fundamental environmental and societal changes, ANSES will strive to take account of the associated health issues by making greater use of the **integrated risk assessment approaches** already applied in its work: a multidisciplinary and comprehensive approach based on the **One Health** concept linking human health, animal health, plant health and the overall state of the environment, and an approach integrating the **exposome**<sup>9</sup> to take all sources of exposure into account. In particular, the Agency will work to deploy the roadmap proposed by its Scientific Board for greater integration of the principles of the exposome in its work. As part of its annual work programme, therefore, it will define the opportunities for using this approach when responding to formal requests.

### Indicator

→ Annual percentage of formal requests addressed that cover health issues associated with fundamental changes in the environment and society, in particular with an exposome approach.

- Lastly, ANSES will seek to boost the profile of occupational health in its work.

### Indicator

→ Annual number of publications and communications incorporating occupational health issues.

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<sup>5</sup> TRVs: Toxicity reference values

<sup>6</sup> OELs: Occupational Exposure Limits

<sup>7</sup> MRLs: Maximum residue limits

<sup>8</sup> Vmax: Maximum health values

<sup>9</sup> The exposome proposes an analysis of non-genetic factors by studying the totality of exposure to which a human is subjected through their environment and throughout their lifetime.



## 1.4 Mobilisation of a data policy

Because of its broad scientific missions and extensive areas of intervention, ANSES conducts activities that generate large volumes of data (from its platforms, observatories, studies and research, surveillance and vigilance activities). In order to carry out the Agency's work, other activities require access to a wide variety of high-quality data.

Indeed, ANSES faces considerable challenges in terms of the availability, sharing, possible openness and exploitation of data, all the more so in view of greater implementation of the "One Health" and "exposome" approaches.

These challenges are also part of the wider issue of digital management of different public policies and their various national plans, which have an impact on the Agency's missions.

It therefore seems essential to establish governance and consolidate a strategy for data. ANSES will endeavour to define and implement a data management and exploitation policy that encompasses all its different areas of intervention:

- including the issues involved in structuring and exploiting massive data sets, in light of the rapid technological developments enabling such massive data production,
- including the necessary interoperability with external partner databases, and particularly in line with the Green Data for Health action of the Fourth National Environmental Health Plan (PNSE4) and the work on occupational health databases that will be pursued under the PST4,
- and in line with open data requirements.

### Indicator

→ Annual number of datasets deposited on [datagouv.fr](https://datagouv.fr) and annual number of downloads.

### Milestone:

→ Presentation of the main strands of the data management and exploitation policy, 2024.

## Theme 2

# Scientific excellence harnessed to respond to emerging health threats and crises

ANSES works with national and European health authorities to prevent and manage health crises. To this end, it has been entrusted with health monitoring, vigilance and alert missions, which enable it to detect signals representing threats to human, animal and plant health, and to the environment. It supports State services in monitoring for health crisis situations and managing them when they arise.

In a context marked by significant environmental and societal changes (climate change, biodiversity loss, tensions over water, energy and food, the circular economy and changes in consumer behaviour, transformations in how work is organised, an ageing population), anticipating threats and emerging risks remains a major challenge for the Agency, which will continue the efforts made in this area since its foundation, and over the period covered by the previous COP in particular. The recent health crises it helped to manage will spur the Agency into giving State services more support with crisis preparedness and management.

## 2.1 Better anticipation of emerging threats

The Agency's previous COP devoted a specific theme to anticipating emerging threats and risks, under which it was expected to strengthen its surveillance and vigilance schemes.

In this regard, ANSES has contributed to improving surveillance schemes in animal health, plant health and food safety by consolidating its own actions (mainly through its laboratory activities), as well as through its various recommendations to State services and its major efforts in the dedicated epidemiological surveillance platforms.

It has also strengthened its regulated (veterinary pharmacovigilance, phytopharmacovigilance, nutrivi-gilance and toxicovigilance) and non-regulated (National network for monitoring and prevention of occupational diseases - RNV3P) vigilance schemes, by setting up a vigilance scheme coordination committee, optimising reporting via the Ministry of Health's reporting portal, and developing statistical methods for detecting signals (data mining). Through the vigilance scheme coordination committee, ANSES has worked to unify the principles and key points of its various vigilance missions. One of the results will be the "Fundamental principles of vigilance schemes", which will serve both as a reference framework for action and to identify areas for future improvement.

### Milestone

→ Finalisation and publication of the "Fundamental principles of ANSES's vigilance schemes", 2023.

Under this COP, the Agency will endeavour to maintain this momentum and implement the necessary actions to continue **improving the existing schemes**, from a One Health perspective and, where appropriate, in conjunction with the other health agencies:

- by strengthening the **methods used to detect and characterise emerging threats**, particularly by analysing weak signals and accessing and using data from private players (in various areas: food, water, indoor air, etc.),

### Milestone

→ Analysis note, 2024.

- by adapting **the engineering of surveillance systems** to changes in epidemiological situations and methods, such as upstream monitoring of diseases via vectors, or monitoring the appearance and circulation of emerging threats in wastewater,
- by developing **food chain surveillance engineering using high-throughput sequencing**, either through its reference laboratories' own activities or by exploiting data collected from self-checks, in conjunction with the surveillance platform for the food chain.

### Milestone

→ Establishment of a monitoring committee on the deployment of high-throughput sequencing in reference laboratories, bringing together the DGAL<sup>10</sup>, DGS<sup>11</sup> and *Santé publique France*, 2023.

<sup>10</sup> DGAL: Directorate General for Food (Ministry of Agriculture and Food Sovereignty)

<sup>11</sup> DGS: Directorate General for Health (Ministry of Health and Prevention)

- by continuing and developing ongoing **data mining** actions, such as syndromic surveillance in toxicovigilance or data mining in nutriviigilance, in order to improve weak signal detection,

**Milestone**

→ Review of data mining, 2023 and 2027.

- by contributing to the consolidation of **occupational health surveillance and vigilance** schemes, and by fostering links between the various health schemes to enable better detection of emerging risks in the workplace, particularly under Action 7.2 "Focus research on priority topics to ensure its relevance and operational nature, and on emerging risks" of the PST4,

**Milestone**

→ Review of occupational health surveillance and vigilance actions, mid-term and at the end of the COP.

## 2.2 Supporting State services in managing health crises

Through its role in managing health crises in support of the public authorities, ANSES was and continues to be closely involved in the COVID-19 pandemic and avian influenza epidemic, to name but two major crises. The lessons it has drawn from this experience underline the need to adapt its action, in order to better anticipate crises and improve health crisis preparedness and management.

To this end, it will endeavour to develop the support provided to the various ministries in:

- **crisis anticipation**, through work – particularly in response to formal requests – to characterise situations that "exceed" current management capabilities,
- **crisis management planning**, by contributing to a risk-based review of national plans or schemes, in line with national priorities, in order to update those regarded as potentially obsolete or needing to be adapted to the context.

**Indicator**

→ Annual number of requests to the Agency to contribute to anticipating exceptional health situations or revising national plans or schemes, with accompanying note.

ANSES is also expected to take steps to **strengthen the public authorities' preparedness for crisis management**, so it can continue supporting them with maximum responsiveness at national and regional level, particularly in light of the major sporting events to be hosted by France:

- by ensuring its optimal integration into **national crisis management schemes**, into circles of expertise (by mobilising its vigilance or assessment departments) or action (through its laboratories), as well as its **cooperation with other French operators** (ANRS MIE<sup>12</sup> on One Health themes, Ineris<sup>13</sup>, SpF<sup>14</sup>, *Météo France*, INRS<sup>15</sup>, etc.) and international cooperation to conduct expert appraisals relating to crises,
- by consolidating the **organisation of those of its entities that may be mobilised** in a crisis, particularly a long-term crisis, by adjusting its response capabilities, planning the mobilisation of its teams, and considering the range of scientific support tools available in a crisis management situation,

<sup>12</sup> ANRS MIE: National agency for research on AIDS and viral hepatitis – emerging infectious diseases

<sup>13</sup> Ineris: National Institute for Industrial Environment and Risks

<sup>14</sup> SpF: *Santé Publique France*

<sup>15</sup> INRS: French National Research and Safety Institute

- by implementing crisis **exercise situations** (real or fictitious, single- or multi-actor).

Indicator

→ Annual number of ANSES participations in groups devoted to implementing health measures in response to risks and threats, preparedness exercises and post-crisis management feedback.

Milestone

→ Revision of the protocol for emergency formal requests, 2023.

## Theme 3

# An ambitious research and reference policy to safeguard health in keeping with the "One Health" approach

In order to advance scientific knowledge and methodologies, ANSES conducts research activities that are essential to its primary mission of health risk assessment.

The Agency's nine laboratories produce most of its in-house knowledge in the fields of animal health and welfare, plant health and food safety, with a particular focus on certain cross-cutting themes such as antimicrobial resistance, exposure to and toxicology of chemical contaminants, epidemiology and surveillance.

This research provides input for and is sustained by the analytical reference activity of the laboratories, which hold more than 100 national, European and international mandates. It also contributes to monitoring in support of risk managers.

Research is also carried out by the Agency's other entities, in particular the risk assessment departments, and contributes for example to the development of methodologies in their areas of activity (see Theme 1).

In response to the requirement for scientific excellence that lies at the heart of its action, the Agency needs to continue conducting research and reference activities of the highest quality, in order to guarantee the credibility and legitimacy of its work, as part of a One Health approach.

With this same goal of scientific excellence and influence in the different areas of the Agency's work, including beyond the domestic arena, changes to the Scientific Board's scope and recruitment methods were considered to be necessary. With the twofold aim of strengthening links with international partners and gaining a broader perspective, the ambition here was to set up a Scientific Board rooted in the Agency's international environment. While this development has no impact on the Scientific Board's role of guaranteeing the scientific quality of the Agency's work in its various missions and guiding research, in order to anticipate threats and protect humans and the environment in a comprehensive approach to health, it should enable it to compare points of view with players fulfilling similar missions to ANSES in other contexts.

#### Milestone

→ Establishment of a Scientific Board rooted in an international environment, and review of its term of office (3 years later), 2023.

### 3.1 ANSES, a major player in research and analytical reference according to a One Health approach

The Agency's research and reference work, at the intersection of issues involving humans, animals and the environment, is by its very nature conducted within an integrative One Health approach, which will be strengthened.

With this in mind, the Agency will pursue the following goals:

- Maintain a high level of **quality and recognition** of the research carried out by the laboratories and other Agency entities at national, European and international level, in order to secure ANSES's scientific influence and leading position in the national, European and international research landscape, for the benefit of health risk assessment. This level of quality and recognition will be measured through the Agency's scientific publications.

#### Indicators

→ Annual number of scientific publications in journals in the first quartile (Q1) based on the SCImago ranking of scientific journals,

→ Among these, annual number of publications with an ANSES corresponding author, the target being 40% of publications with an ANSES corresponding author.

- Consolidate **partnerships with other research organisations** in France.

The Agency's partnership strategy aims to develop its scientific and technical capabilities and skills, as well as its grounding and influence within the national, European and international scientific community. With this in mind, ANSES will oversee effective implementation of the framework partnership agreements it has signed with various research organisations (INRAE<sup>16</sup>, Inserm<sup>17</sup>, CEA<sup>18</sup>, Ifremer<sup>19</sup>, CIRAD<sup>20</sup>, etc.). The dynamism of these partnerships will be assessed on the basis of the meetings actually held by their respective steering committees.

#### Indicator

→ Number of steering committee meetings convened under framework partnership agreements (target: 1 every 2 years per agreement).

- In its reference activities: continue **to forge closer ties with national reference centres**.

Cooperation between the Agency's national reference laboratories (NRLs) and their counterparts in human public health (national reference centres) will continue to be strengthened in order to further develop mutual knowledge and understanding on a scientific, methodological and organisational level, with a view to improving responsiveness surveillance and epidemiological investigations, as part of a One Health approach.

#### Milestone

→ Analysis notes on the scientific ties strengthened, 2024 and 2027.

## 3.2 Greater visibility and promotion of our research activity

The Agency's scientific influence depends largely on actions to promote its research, with the aim of making it more visible and more directly exploited for safeguarding health. ANSES will therefore seek to continue:

- its actions regarding **industrial transfer** of its **work and innovations**, within a strict ethical framework guaranteeing the absence of any potential conflict of interest, in order to promote the development of diagnostic or control tools for the benefit of human, veterinary and plant public health,

#### Milestone

→ Review of the actions, mid-term and at the end of the COP.

- the development of its research **publication policy** in favour of open science.

#### Indicator

→ Annual percentage of scientific publications from year n-1 in a format offering open access to the full text (in an open archive or "native" open access journal), target: 70% in 2023, 80% in 2024, 90% in 2025, 95% in 2026 and 100% in 2027.

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<sup>16</sup> INRAE: National Research Institute for Agriculture, Food and the Environment

<sup>17</sup> Inserm: National Institute of Health and Medical Research

<sup>18</sup> CEA: French Alternative Energies and Atomic Energy Commission

<sup>19</sup> Ifremer: French Research Institute for Exploitation of the Sea

<sup>20</sup> CIRAD: French Agricultural Research Centre for International Development, for the sustainable development of tropical and Mediterranean regions



## Theme 4

# A strong presence at national, European and international level

ANSES's presence at national, European and international level is essential to enable it to fulfil its missions and better anticipate emerging risks. It mainly achieves this through the institutional relations it maintains with counterpart agencies, scientific partners and bodies at every level.

ANSES's presence in the European and international arena responds to a dual challenge:

- firstly scientific, because ANSES has to play an active role in the European and international scientific community, not only to keep abreast as far as possible of all available data and knowledge, but also to be an influential force with respect to European and international scientific trends and approaches, for the benefit of its missions;
- and secondly to safeguard health, insofar as it contributes to better control of health risks for the country and its citizens, and facilitates alerts on emerging issues.

Moreover, as a national health agency, ANSES must ensure that its European and international activities align with France's international health strategy, with the strategies of its supervisory ministries and with the international commitments made by France in its areas of competence.

The Agency will therefore endeavour to pursue the European and international strategy it already set out in the previous COP, and consolidate its national positioning, in particular by developing the cooperations, partnerships and networks relevant to its action.

## 4.1 A strong presence regarding issues of expert appraisal and research at European and international level

ANSES will pursue the following goals in the European and international arena:

- Seize **partnership** opportunities and identify opportunities for **making a greater contribution to relevant networks**, or even for **developing such networks**, in order to:
  - o provide a European framework for the **expert appraisals** conducted by the Agency (e.g. with European partners under the EU4Health programme, in conjunction with EU<sup>21</sup> agencies, particularly EFSA<sup>22</sup>, EMA<sup>23</sup> and ECHA<sup>24</sup>), primarily with a view to improving assessment methodologies,
  - o obtain **more robust studies** on topics of interest such as sustainable food (e.g. OQALI<sup>25</sup> carried out at European level as part of the JANPA<sup>26</sup> and then Best-ReMaP<sup>27</sup> joint actions) or the large-scale epidemiological investigation of chronic risk factors,
  - o be a driving force on topics where it is advantageous to create or strengthen a **European or international network** (e.g. the European EARS-Vet<sup>28</sup> initiative driven by ANSES in monitoring antimicrobial resistance in animal health, the nutriviigilance scheme, steps to promote phytopharmacovigilance to EFSA and the Member States and, in the field of occupational health, joining the European Perosh<sup>29</sup> network and continuing to develop the OCCWATCH platform),
  - o in the framework of the **Horizon Europe** research programme, **be present and make an active contribution to projects and partnerships** of importance within ANSES's remit (such as the ongoing PARC<sup>30</sup> project, other future partnerships such as those on Animal health and welfare, Sustainable food systems, Pandemic preparedness and One Health antimicrobial resistance) or others that may be proposed in the future.

### Milestones

→ Notes on the priority and strategic actions (in terms of partners mobilised and/or themes covered) carried out at European and international level by the end of 2024 and the end of 2027.

→ Analysis notes on ANSES's presence in Horizon Europe partnerships, produced in late 2024 and late 2027, which correspond to the two periods of Horizon Europe's strategic plan, as the partnerships are defined in these strategic plans (Horizon Europe covers 2021–2027, and the strategic plans cover 2021–2024 and 2025–2027).

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<sup>21</sup> EU: European Union

<sup>22</sup> EFSA: European Food Safety Authority

<sup>23</sup> EMA: European Medicines Agency

<sup>24</sup> ECHA: European Chemicals Agency

<sup>25</sup> OQALI: Food quality observatory

<sup>26</sup> JANPA: European Joint Action on Nutrition and Physical Activity

<sup>27</sup> Best-ReMAP: Joint Action of the European Union – Healthy Food for a Healthy Future

<sup>28</sup> EARS-Vet: European Antimicrobial Resistance Surveillance network in Veterinary medicine

<sup>29</sup> Partnership for European Research in Occupational Safety and Health

<sup>30</sup> PARC: European Partnership for the Assessment of Risks from Chemicals

- Ensure **ANSES's active participation in scientific and technical expert appraisal work at European and international level**, especially by supporting the French authorities in their European and international work on technical and scientific topics, in accordance with timetables and constraints set at European or international level and applied at national level:
  - o **at international level**, for example, follow the discussions on work relating to the United Nations General Assembly resolution of February 2022 for the creation of an international science-policy panel on chemicals, waste and pollution prevention (by 2024), provide support to the competent French authorities for the work of the *Codex Alimentarius* (or contribute to it directly if it falls within ANSES's remit), and contribute to the work of the joint FAO/WHO<sup>31</sup> scientific committees working upstream of the *Codex*,
  - o **at European level:**
    - get involved in **activities** arising from the European Union's **Chemicals Strategy for Sustainability** (announced in the European Green Deal) and, in particular, the One Substance, One Assessment (OSOA) initiative,
    - get involved as the rapporteur for France in the work of ECHA (mainly biocidal active substances), EMA (veterinary medicinal products) and EFSA (active substances and zonal reporting on plant protection products). This includes making joint proposals with the French competent authorities on working arrangements for ANSES's new areas of competence in ECHA's field (mainly materials in contact with water, OELs and cosmetic products where applicable), in order to raise the profile of the Agency's expert appraisal work while at the same time making a strong methodological contribution.

#### Milestone

➔ Annual note on ANSES's contribution to expert appraisals and scientific and technical support work for its supervisory ministries and at European and international level, including the number of working groups (to be defined) for which ANSES is chair or co-chair.

#### Indicators

➔ Plant protection products and biocides: annual number of active substance dossiers assessed by ANSES/France as rapporteur Member State; target  $\geq 20$ .

➔ Veterinary medicinal products: annual percentage of dossiers on European procedures for which the French Agency for Veterinary Medicinal Products (ANMV) is rapporteur; target 20%.

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<sup>31</sup> FAO/WHO: Food and Agriculture Organization of the United Nations / World Health Organization

- Capitalise on the contributions of Horizon Europe's PARC partnership, coordinated by ANSES, to support national and/or European public policy-making.

**Milestone**

→ Note on the contribution of PARC's activities (at European level and their application at national level), in response to the expectations of risk assessors and managers, in late 2025, i.e. mid-way through PARC's term.

- Maintain ANSES's position on its **European** (DG SANTE) and **international** (WOAH<sup>32</sup>, FAO, WHO) **mandates as reference laboratory or centre** in the fields identified as priorities for ANSES and its supervisory ministries.

**Milestone**

→ Annual list of mandates and analysis/explanation of any changes.

## 4.2 A strong presence regarding issues of expert appraisal and research at national level

The pursuit and development of national partnerships is also vital to the Agency, enabling it to consolidate its position, leverage progress in knowledge production and more effectively assess health risks.

In terms of expert appraisals, this COP includes goals designed to encourage the development of cooperation:

- building and sharing a reference framework for national cooperation with other agencies and players, in particular to respond to formal requests requiring cross-disciplinary skills in a One Health approach (Theme 1),
- strengthening collaboration with external teams in the human and social sciences (Theme 1),
- changing the format and timing of major studies conducted by the Agency alone or with partners, in order to better monitor changes in society and smooth budgetary constraints (Theme 1).

With regard to research and reference activities, this partnership dynamic will also be pursued by the Agency through the following goals:

- consolidate partnerships with other research organisations in France (Theme 3),
- ensure that its national reference laboratories continue to forge closer ties with national reference centres (Theme 3).

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<sup>32</sup> WOA: World Organisation for Animal Health

# Theme 5

## Transparent, efficiency-oriented action

Ever since its foundation, ANSES has incorporated the principles of transparency, openness to society and independence into its working practices. This ensures it can fulfil its missions and inspire, at the highest level, the debates and decisions for which it provides input. It has also put in place a structured organisation and operating methods that are now considered mature. Through the process of continuous improvement applied to all its activities, it strives to constantly adapt its practices to the external and internal changes it faces, with the aim of achieving greater efficiency and reaffirming its public service mission.

### 5.1 A transparent Agency open to society

Information and dialogue are at the heart of ANSES's value and the trust it inspires.

By the very wording of its missions, the Agency is committed to providing scientific benchmarks to fuel public debate. It makes its work public and accompanies it with information campaigns, to ensure it can be fully understood and relayed in health considerations and decisions. In the interests of transparency, ANSES also ensures that it reports on the principles guaranteeing the independence of its expert appraisals and the levels of uncertainty associated with the results.

Another essential part of the Agency's activity is listening to and exchanging ideas with its different audiences. When deciding how to focus its scientific work, it takes account of society's questions and expectations, in all their variety. Reflected in ANSES's governing bodies – with its Board of Administrators made up of the five colleges of the *Grenelle* environmental round table and supported by thematic steering committees open to individuals outside ANSES – openness to society is also the subject of specific initiatives. Since it was founded, the Agency has set up a number of committees and platforms for dialogue on topics giving rise to particularly lively and complex debates: nanotechnologies, radiofrequencies, plant protection products and, most recently, biotechnologies.

In order to consolidate these orientations and take advantage of changes in information and interaction practices, ANSES has set itself the following four goals within the framework of this COP:

- Continue the **policy of informing the public and sharing the Agency's work**.
- Enable everyone **to identify and access the Agency's work** digitally or through the media: this is the first prerequisite for ensuring broad and universally available information. In 2022, ANSES launched a new website, in French and English, providing easier access to the Agency's output and making its editorial content accessible to all. It decided to include audience targets for this site in the COP, along with indicators demonstrating the development of new, more representative and/or more attractive communication formats.

#### Annual indicators

- Number of visits to the French and English pages of the [anses.fr](https://www.anses.fr) website (target 2.5M in 2023, 2.7M in 2024 and 2.9M from 2025).
- Number of meetings and events designed to facilitate access to certain topics for the public and journalists through exchanges (target 5 in 2023 and 2024, 6 from 2025).
- Number of specific science education products developed and distributed to the general public (videos, podcasts, content produced with popular science partners, etc.) (target 20 in 2023 and 2024, 25 from 2025).

#### Milestone

- Review of the Agency's prominence and image, 2025.

- Pursue and maintain **high-quality dialogue with stakeholders**.

The new Social Sciences, Economics & Society Department (DiSSES), created in 2022, will work to ensure a successful start for the dialogue committee on biotechnology, set up in late 2022. It will also conduct a review of dialogue practices at the Agency, on which to base initiatives to strengthen their principles and benefits. This review will take account of the hearings and consultations with stakeholders organised as part of the scientific expert appraisals.

#### Milestones

- Establishment and implementation of the dialogue committee on biotechnology, 2023.
- Review of participation in dialogue bodies, 2023.

- Continue to implement **new open science approaches to science-society relations**, especially participatory research.

Direct participation of the public in scientific production is increasing, fostering greater understanding and confidence in its action. ANSES is stepping up cooperation between the new DiSSES and the research and expert appraisal teams in order to increase its ability to mobilise the public and develop citizen science actions, following the examples of the CiTIQUE programme and the tiger mosquito reporting portal.

#### Milestone

- Review of citizen science activities, 2025 and 2027.

## 5.2 Maintain high standards in terms of ethics and scientific integrity

Compliance with ethical rules is a key requirement for ANSES, helping to guarantee the independence of its scientific expert appraisals and ensure the credibility of its work.

When it was founded, the Agency adopted an exacting ethical framework, which it has gradually strengthened and which now comprises a set of rules common to all the Agency's activities. These are set out in its Code of ethical standards, the Charter on relations with interested parties and the Charter on ethics for public procurement, and are accompanied by rules specific to collective expert appraisals and research activities.

ANSES ensures compliance with this ethical framework, which incorporates principles of scientific integrity, and regularly reviews the system in order to update it, mainly in response to changes in the legislative and regulatory framework. When doing this, it also relies on the opinions issued by the Agency's Committee for Ethical Standards & Prevention of Conflicts of Interest.

Maintaining and promoting this ethics system is a major goal of the Agency, particularly in a climate of potential controversy and mistrust.

### Indicator

→ Annual percentage of public declarations of interest for all persons subject to this obligation (contributors: experts and members of the Agency's bodies, and staff) updated annually, target 100%.

### Milestone

→ Review of the benchmarking study of the Agency's ethics system, 2025.

## 5.3 Optimise the processing of formal requests and marketing authorisation applications (MAs)

A major challenge for the Agency is to continue responding to the many formal requests it receives on often complex topics by producing high-quality scientific expert appraisals and opinions, and to satisfy the highest standards when processing marketing authorisation applications for regulated products, while taking care to meet deadlines in carrying out its work.

With this in mind, in line with the health issues providing the medium- and long-term context for these activities, ANSES will pursue the work already under way to meet the following goals.

- **Strengthen the procedures for responding to formal requests:**
  - o Continue to improve the **scheduling of expert appraisals and the prioritisation of formal requests** (redefine aspects regarding priority, admissibility and urgency of a formal request – data availability, time criteria and public health urgency) and internal requests, as well as regulating work flows.
  - o Continue to improve the **initial scoping work for formal requests**, mainly by reducing the time taken to prepare them and providing better information to requesting parties on any missed preparation deadlines or substantive adjustments made.

- Maintain high standards regarding **processing times** for formal requests. An analysis of the results of indicators on the time taken to respond to formal requests from the previous COP showed that they are generally processed within the time frames defined when the formal request was prepared or renegotiated. ANSES will aim to continue this momentum.

#### Annual indicators

- ➔ Percentage of formal requests processed within the contractual deadline, target 90%.
- ➔ Percentage of urgent formal requests processed within the contractual deadline, target 95%.
- ➔ Percentage of completion of the work programme for assessing substances under the European REACH and CLP Regulations, target 95%.

- Continue **efforts to improve the clarity of opinion conclusions**, in particular the Agency's conclusions; maintain the proposal for feedback meetings to encourage risk managers to adopt the conclusions.

#### - **Continue to improve processing times for dossiers on plant protection products, fertilisers & growing media and biocides, and maintain processing times for veterinary medicinal products.**

Thanks to its major efforts to optimise its processes, the Agency has been able to clear the backlog of dossiers inherited when it took on its new missions and markedly improve their processing times, even if these still sometimes exceed the regulatory requirements for plant protection products, fertilisers & growing media and biocides.

It has identified the reasons for the processing delays: legal requirements imposing sometimes very tight deadlines for complex dossiers (a few months for all the ecotoxicological, toxicological, consumer, residue and physico-chemical characterisation components, for example, for plant protection products), new protection considerations or greater protection required (buffer zones near product application, protection of pollinators, comparative assessments, etc.), and improved methodologies.

However, compliance with regulatory deadlines is vital, and the Agency will pursue its efforts to improve in this area. This means continuing to reduce frictional delays due to the examination process, from receipt through to assessment and decision, but also taking a firm line when managing interactions with applicants and with the conditions for accepting any additional information for the dossiers.

The situation is different for veterinary medicinal product dossiers, where processing times are already in line with regulatory deadlines, and the Agency will ensure that this is maintained over the coming years.

#### Annual indicators

- ➔ Percentage of plant protection product dossiers processed within regulatory time frames, target 75%.
- ➔ Percentage of biocidal product dossiers processed within regulatory time frames, target 75%.
- ➔ Percentage of biocontrol product dossiers processed within regulatory time frames, target 95%.
- ➔ Percentage of simplified MA dossiers for biocidal products processed within regulatory time frames, target 95%.
- ➔ Percentage of veterinary medicinal product dossiers processed within regulatory time frames, target 90%.



- Continue initiatives to **maintain the pool of experts**. In order to fulfil its primary mission of health risk assessment, ANSES relies on collective expert appraisals. The groups of experts it calls upon for this meet strict scientific and methodological requirements, in order to guarantee the quality and independence of their work. It is therefore essential for the Agency to maintain the mobilisation of these experts. To do this, the Agency has embarked on a process to support its experts in their commitment. This is reflected in actions to ensure optimal material and administrative conditions for the expert groups, strengthen network coordination and fully capitalise on their work.

**Milestone**

→ Review of initiatives undertaken to mobilise experts, 2025 and 2027.

- Pursue the steps already taken to **simplify the work programme** and propose a monitoring mechanism. The Agency's work covers a broad range of subjects: food and nutrition, animal health and welfare, animal nutrition, environmental health, plant health and protection, occupational health. It also involves widely differing tasks, including health risk assessment, research, monitoring, vigilance, surveillance and alert, and examining marketing authorisation applications.

Each year, the Agency sets out its strategic orientations by detailing all the year's projects in the form of a substantial work programme, consisting of a summary document and more detailed work sheets. For several years now, the Agency has been simplifying this work programme in order to facilitate reading and understanding, and will continue to do so under this new COP. It will also suggest ways of simplifying the monitoring of its work programme.

**Milestone**

→ Presentation of an initial version of the monitoring document in 2024.

## 5.4 Efficient internal operation

The smooth internal operation of the Agency and the quality of the assistance provided by its support functions are essential if it is to successfully carry out its missions. As part of the continuous improvement process initiated on its foundation and pursued ever since, ANSES is committed to defining and implementing actions to optimise its support processes in order to increase their efficiency. Under this new COP, it will seek to meet the goals defined in each of the following areas.

- **Finance**: in the context of the new accountability regime for public managers (Order of 23 March 2022), strengthen the process of managing budgetary and accounting risks by improving internal control systems. The Agency will develop its mapping of budgetary and accounting risks and its associated action plan in order to strengthen internal control.

**Milestone**

→ Presentation of the revised risk map for internal budgetary and accounting controls and associated action plan to the Board of Administrators in November 2023.

- **Human resources:**

- o Enhance the Agency's attractiveness and improve skills maintenance and development, in particular by rolling out "employer brand" initiatives and strengthening the policy on hosting apprentices.

Milestone

→ Review of "employer brand" initiatives implemented, mid-term and at the end of the COP.

Indicator

→ Number of apprentices taken on annually, with the target increasing over the term of the COP.

- o Improve actions in favour of inclusion and diversity, in particular by implementing the gender equality plan and combating gender-based or sexual discrimination and violence.

- **Real estate:** ANSES will continue to implement its real-estate policy, as set out in its multiannual real-estate strategy plan (SPSI), which will be renewed for another three years in 2024 at the latest. One of its major projects is the reconstruction of the Maisons-Alfort laboratories.

Milestones

→ Adoption of the SPSI by 2024 at the latest, and presentation of the building programme for the Maisons-Alfort laboratories in 2024.

- **IT:** ANSES will also endeavour to implement its IT policy through its new information systems roadmap (SDSI) adopted in 2022 and in support of the data policy.

Milestone

→ Progress made in implementing the SDSI by late 2024 and late 2026.

- **Sustainable development:** with a view to being an exemplary organisation, ANSES will continue its work to integrate sustainable development goals based on three themes: eco-responsibility (under which ANSES is committed to improving its performance in terms of responsible public procurement), internal social responsibility and corporate social responsibility.

Annual milestone

→ Eco-responsible public service report with indicator results.

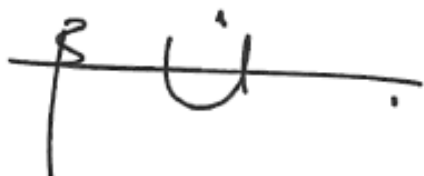
- **Quality and risk management:** ANSES's quality and risk management system, which was set up when the Agency was first founded, has been strengthened regularly since then and is now considered to be robust. It is the cornerstone of the Agency's organisation. ANSES ensures that it is maintained and that the necessary changes are made to adapt its operating methods as required. In this context, ISO 9001 certification of the Agency's processes, which recognises the quality of its management system, will continue to be sought.

Annual milestone

→ Renewal/maintenance of the Agency's ISO 9001 certification.

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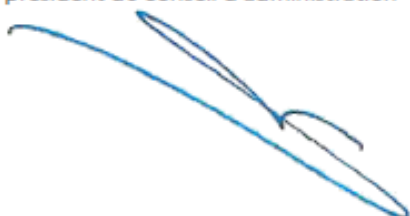


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Signé le 11 juillet 2023



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