



National Institute for Public Health
and the Environment
Ministry of Health, Welfare and Sport

Committed to health and sustainability

Annual Plan RIVM **2025**



Foreword

A healthy population and a sustainable, safe and healthy environment are what RIVM works to achieve. Our work is based on scientific research and knowledge. RIVM advises government bodies and society, monitors health and the environment, coordinates prevention programmes, and contributes to crisis and incident management. To do so meaningfully and with all due care, we select topics every year for our specific attention. We determine whether risks are associated with those topics and how we will address them. We record this in our annual plan.

Obviously, RIVM maintains a constant focus on the topics and core tasks for which we are always held accountable, and which have clear relevance to society. For various reasons, 2025 is an exceptional and especially challenging year for RIVM. This is due in part to the relocation to the new building, the launch of our new organisational strategy, and the start of implementing the new enterprise resource planning (ERP) system.

The expectation is that we will have largely relocated to our new building in the Utrecht Science Park (located in the city of Utrecht) in the second quarter of 2025. It is important for the relocation to go smoothly in order to continue delivering continuity and retain the quality of our work and our enjoyment in the work we do, without further intensifying the workload. In addition, we must ensure that the former RIVM buildings at the Utrecht Science Park in Bilthoven are vacated on time.

Over the past year, we were also working hard to develop our new corporate strategy: RIVM2030. We pursued this goal by involving various parties as stakeholders in the strategic process, each on the basis of their individual roles: the Executive Board, managers, RIVM staff, Dutch society as a whole, and our commissioning clients. A process structured in this way ensures that the strategy arises from our entire organisation and the surrounding community, building a solid and widely supported foundation to guide and direct RIVM. Our annual goals are already aligned with RIVM2030 wherever possible.

In order to continue the effective performance of our work as a knowledge institute and trusted advisor, RIVM must be prepared to respond to the questions of today, but must also anticipate the issues that will arise in the future. To make that possible, we must receive and retain

enough room (financial and otherwise) to maintain and strengthen our fundamental knowledge, the knowledge base of RIVM. Unfortunately, much of that funding is still lacking. We continue to discuss this matter with all parties involved at various levels. In consultation with the clients that commission and coordinate our work, we plan to continue pursuing a broader range of commissioned projects. We will also be pursuing less isolated, fragmented projects which therefore are more closely aligned with the underlying societal challenges and tasks. RIVM has also observed an increasing threat of cyber-attacks. That means that our application landscape must remain resilient against data leaks and cybercrime. We must remain up to date to prevent these risks and protect RIVM against them. We have also seen that the threats we face have worsened in recent months and years. As a knowledge institute, RIVM must be prepared for this, in order to safeguard continuity and upscaling of our tasks and responsibilities – including during crises – in view of the changing geopolitical situation in Europe. After all, as a knowledge institute, we stand at the heart of society. For that reason, securing and reinforcing our independence, experience and reputation is vitally important.

The implementation of our strategy depends on providing all due care for our most critical success factor: our staff. Central themes in this context include workload, diversity and inclusion, and a socially safe working environment. This is a major responsibility that all of us share. I want to continue working on this with everyone at RIVM. These are topics that demand and deserve constant attention and maintenance. Finally, working closely with multiple partners is essential to achieving our objectives. This includes public authorities, research institutes and the Municipal Public Health Services (GGDs). We will continue enthusiastically pursuing those partnerships.

In the year ahead, I am of course eager to discuss progress on this annual plan. In that context, I look forward to continuing the good partnerships we have with our commissioning clients and stakeholders and within our institute.

On behalf of the Executive Board,
Hans Brug
Director-General of RIVM



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1 Annual goals

This section focuses on the organisational strategy and how it is put into practice. The strategic priorities and annual goals are stated and explained in that context.

1.1 Mission, core values and core tasks

RIVM works toward a healthy population and a sustainable, safe and healthy environment. To that end, we are a trusted advisor to the government, professionals and private citizens. We operate on the basis of our core values: expertise, reliability and independence. As an official knowledge institute of the government, our core tasks are:

- Advising the national government and other governments and government bodies, as well as professionals and private citizens;
- Implementing prevention programmes;
- Monitoring public health, diseases, and quality in nature and the human environment;
- Contributing to preventing, combating and controlling incidents and crises.

To that end, we conduct scientific research and collect, clarify and share the available scientific knowledge.

1.2 Strategy RIVM2025

Strategy RIVM2025 maps out the course for RIVM from 2020 to 2025. This annual plan arises from that. The strategy was designed based on input from private citizens, RIVM staff and managers, our commissioning clients and the government body responsible for RIVM: the Ministry of Health, Welfare and Sport (VWS). This resulted in a strategy that we will be working towards in concrete, results-driven steps. At the end of 2024, we adopted the new multi-year strategy: RIVM2030. Wherever possible, we are already shaping the new strategy through the annual goals that have been formulated.

Strategy RIVM2025 focuses on four strategic priorities (see Figure 1). Each priority has been assigned to a portfolio manager from within the Executive Board. Four or five long-term objectives have been defined for each strategy priority, with the deadline set for 2025. By defining concrete annual goals, we work towards attaining the long-term objectives: Strategy RIVM2025. The four strategic priorities are presented in sections 1.3 through 1.6. Each section explains a strategic priority, defines the long-term objectives and offers more detail on the annual goals.

Figure 1. RIVM2025



1.3 Strategic priority: At the heart of society

[Societal challenges](#) define our work, which is reflected in our commissioned projects. We focus on important developments that affect the environment, health and safety, such as infectious diseases, climate change, globalisation, decentralisation and transitions in demographics, healthcare, energy, agriculture, urbanisation and [circular economy](#).

We are [focused on the surrounding community](#), consult with partners in society and private citizens, and share our scientific knowledge and insights. We work closely with other knowledge institutions, citizens and other stakeholders, including [private parties](#). We are transparent and [communicate](#) clearly and coherently.

In 2025, our articulation of societal challenges and how they are expressed in commissioned projects will be strengthened, and our communication with and towards citizens, partners and commissioning clients will be improved even further.

To achieve this, we are working towards attaining the following long-term objectives:

- Societal challenges have a stronger presence in our commissioned projects and our employees are engaged in retrieving and expressing them;
- Our communication with citizens, partners and commissioning clients has been professionalised;
- Diversity in society is incorporated into our products;
- Community management has become an integral part of our work process.

Annual goal #1

In 2025, talks with coordinating and commissioning clients lead to concrete agreements about broader programmes that extend beyond a single year.

In line with the new regulations for government agencies, RIVM is working in consultation with commissioning clients and its parent Ministry to arrive at a new philosophy of governance. There will be more room for unaffiliated research and our own research programmes. RIVM is also translating the space provided by the new regulation into amended partnership agreements between its parent Ministry, the commissioning clients and the contracting party. In doing so, we strengthen the fulfilment of our duties and statutory obligations and safeguard our independent position.

Annual goal #2

In 2025, RIVM strengthens the crisis structure where possible and gains an understanding of crisis tasks and responsibilities and critical processes (continuity and scaling up) in light of the changing geopolitical situation.

The 2024 National Security Trend Analysis shows that the threat assessment has deteriorated in recent months. Many threats have become more urgent, or could move in that direction in the years to come. Partly for this reason, a new Programme Directorate for Resilient Care (PDWZ) was established at the Ministry of Health, Welfare and Sport (VWS) on 1 September 2024. Where possible and appropriate to the mission of RIVM, and depending on the resources available for this purpose, contributions will be made to this initiative in consultation with VWS.

1.4 Strategic priority: Prepared for the questions of today and tomorrow

Our scientific knowledge base must be optimally equipped to deliver knowledge to support current and future tasks in Dutch society. In recent years, RIVM has played a more central role than ever in supporting major societal challenges, such as COVID-19, PFAS and nitrogen. This also leads to debate about the robustness of our knowledge base. Robust scientific knowledge is vitally important, affecting the legitimacy of policy choices and politics as a whole. We are facing highly dynamic changes and new emerging challenges. This places high demands on the quality of our work and the

options for having knowledge available before challenges become urgent. Under the current circumstances, we risk falling short in this regard. Our entire knowledge base needs to be reinforced. Developments in society guide the course of our work. Scientific and technological trends require us to keep up with the latest developments. To that end, it is essential to create more room for maintaining and strengthening the knowledge base in the next few years. This means investing, updating and renewing scientific tools at our disposal. This includes our models, our own research programmes to develop knowledge for future tasks, and collaborating with other institutes in national and international scientific consortia. We also increasingly work in interdisciplinary partnerships.

To achieve this, we are working towards attaining the following long-term objectives:

- The knowledge base at RIVM is aligned with the societal challenges that are currently in play, from local to international;
- Sufficient financial scope, on the scale of 15% of knowledge turnover, for in-house programmes to develop the knowledge base in anticipation of near-future needs;
- RIVM adapts and contributes to scientific innovation, thus securing scientific legitimacy;
- RIVM reinforces the knowledge base by strengthening partnerships with universities of applied sciences and research universities;
- Employees are able to identify relevant issues involving near-future needs and put them on the agenda.

Annual goal #3

In 2025, agreements are reached with the parent Ministry and coordinating clients on funding and strengthening the knowledge base at RIVM.

Structural and ad-hoc funding for the necessary knowledge base has still not been secured. RIVM aims to allocate 15% of knowledge turnover to its own programmes (in line with the Rutte IV government's response to the Schaaf Commission), maintenance of the knowledge instruments and cooperation with research consortia. RIVM continues to conduct periodic discussions at various levels about opportunities to fund the knowledge base or parts of it (for example through co-financing).

Annual goal #4

In 2025, the SPR has been evaluated and the outline for the new SPR round is mapped out.

Within the current SPR trajectory, we are embarking on the final round of SPR 2023-2026. An external audit of the SPR programme will also be conducted for the previous period. At the end of 2025, we will start working on the outlines of the SPR 2027-2030.

Annual goal #5

In 2025, RIVM strengthens its identity as a knowledge institute by continuing to improve collaboration with the knowledge network.

To maintain and strengthen our information position, we liaise with stakeholders in our knowledge network at various levels. These relationships are strengthened even further by exploring appropriate forms of collaboration at the domain level and considering expansion of our network. We are also improving the information we provide to RIVM staff about national funds. There are opportunities here for RIVM in terms of funding the knowledge base and the societal tasks to which we contribute. This is also in line with the upcoming RIVM2030 strategy which places collaboration at the front and centre.

Annual goal #6

In 2025, we continue to work on the formation of a robust and agile domain that organises RIVM's prevention programmes in such a way that they are recognisable to the public, a domain that is ready to scale up infectious disease control in times of crisis and operates generically as much as possible.

As of September 2025, the new domain will be named Public Health Prevention Programmes and Crisis Management. Within this context, we work on the societal task of the newly formed domain, in which the direction and coordination of RIVM's implementation tasks have a stable and visible place in the organisation. We are also focused on linking all activities in the domain to ensure continued implementation of prevention programmes and crisis management.

Annual goal #7

In 2025, RIVM is focused on more central control over investments across the information disclosure landscape.

Sufficient central direction and management of the information disclosure landscape and pragmatic funding of ICT is important to ensure that the information disclosure landscape does not become fragmented. Due to the fragmentation of the application landscape and its owners, there is insufficient insight into the potential risks and costs. To ensure continuity, security, privacy, management and transparency of government information for the organisation, RIVM will draw up a plan for central control of information disclosure investments in 2025. This also prepares us to respond to near-future needs and prevents high costs, especially hidden expenses (technical debt).

1.5 Strategic priority: People make RIVM what it is

RIVM is a trusted advisor. Expertise, professionalism, integrity and responsibility are therefore paramount for our employees. Complex societal challenges require cooperation. We encourage and promote collaboration between experts from different fields of science. This requires [agility](#) in the organisation and flexibility from our employees. To that end, we make good use of our people's collegiality and encourage [diversity in our workforce](#).

We make efficient use of the resources that are available to us. All this requires public-oriented servant leadership. The [new accommodations](#) encourage collaboration and offer an inviting venue for the public, professionals and public authorities to meet and exchange information. In that setting, our people will enjoy their work, achieve optimal results, and be proud to work at RIVM. In 2025, collaboration and interdisciplinary cooperation within RIVM will be strengthened for the benefit of the societal tasks that RIVM is working on.

To achieve this, we are working towards attaining the following long-term objectives:

- Employees enjoy working at RIVM and feel responsible for the societal tasks that are assigned to RIVM;
- Employees are given room to build competences and knowledge. Through strategic human resources management, we effectively deploy the right knowledge/competencies/expertise;
- RIVM is an agile organisation and encourages mobility and sustainable employability to respond to the questions of today and tomorrow;
- Employees are optimally equipped to work and collaborate regardless of where they are located. From the new office situation, we provide additional support for this;
- RIVM employees are a reflection of Dutch society, within the framework of a scientific institute, resulting in such outcomes as a richer body of thought in our research.

Annual goal #8

In 2025, RIVM moves to our new building at the USPU and the USPB is vacated on schedule.

RIVM will relocate to a new building in Utrecht in 2025. It is important for the relocation to go smoothly in order to continue delivering continuity and retain the quality of our work, without overly intensifying the workload for our staff and the commissioning clients. We offer employees a state-of-the-art working environment, where everyone can work, research and share knowledge flexibly and functionally. All employees are actively included and well informed about the progress on the new building and the impact of the relocation. As a result, the relocation will not cause significant delays in our work. We also ensure that the USPB is emptied out and handed over on schedule.

Annual goal #9

In 2025, RIVM analyses and assesses its funding structure.

RIVM consistently works to strengthen its own base to be prepared for the questions that arise in the near future. To achieve this, RIVM will take a critical look at its funding structure next year. At this point, funding is almost entirely based on hours worked times hourly rate. Towards clients, the guiding principle is to maintain pricing stability by being cautious about additional rate increases. The indications from within RIVM show that key principles of the rates are under pressure. These include both the standard of 1,350 hours per billable employee, and the 6.5% standard for decentralised overhead (overhead within the primary process). This is partly due to the increasing workload due to (long-term) absenteeism, the preparations leading up to the relocation as well as the move itself, and the sizable portfolio of commissioned projects. For 2025, RIVM will still maintain these guiding principles, but we will review over the following year whether these standards – used in the cost model since 2014 – are still current or should be updated. This may have an effect for the rates in 2026 and beyond.

1.6 Strategic priority: From local to international

RIVM operates from [local](#) to [international](#). Factors affecting health and living environment do not respect national borders and play out on various geographical scales. For that reason, we use a multi-layered approach and develop knowledge and [operational perspectives](#) with and for local, regional, national and international [clients](#) and target groups.

Government tasks are increasingly being decentralised and major transitions must be achieved locally and regionally. Responding to regional and local trends, RIVM will focus particular attention over the years ahead on the knowledge needed by local and regional government authorities. National and international collaboration strengthens our expertise and authority and contributes to the quality of our work. In various forums, we collect, contribute and develop knowledge for the benefit of our advisory services.

To achieve this, we are working towards attaining the following long-term objectives:

- RIVM is a recognisable and respected strategic partner for local and regional government authorities;
- RIVM makes its knowledge and expertise available to local and regional authorities;
- Our order portfolio is enriched by commissioned projects from local and regional government authorities;
- Our employees are equipped with the skills to work in interdisciplinary contexts and with other partners on the societal challenges in the region;
- We connect the knowledge needed for local and regional tasks with the knowledge from national and international commissioned projects and vice versa.

Annual goal #10

In 2025, the domains formulate their own concrete actions to continue regional partnerships at the domain level.

Local and regional organisations – such as municipalities, Municipal Public Health Services (GGDs), environmental services and provinces – are important partners for RIVM. With the unbundling of the Regional Working programme, the activities and principles from this programme have been continued at the domain level. Each domain is formulating concrete actions to embed regional working approaches in its approach.



2 Risks

Risk management plays an important role at RIVM. This section focuses on how this takes place. The most urgent risks are the main focus, along with associated causes, probability x impact, and control measures.

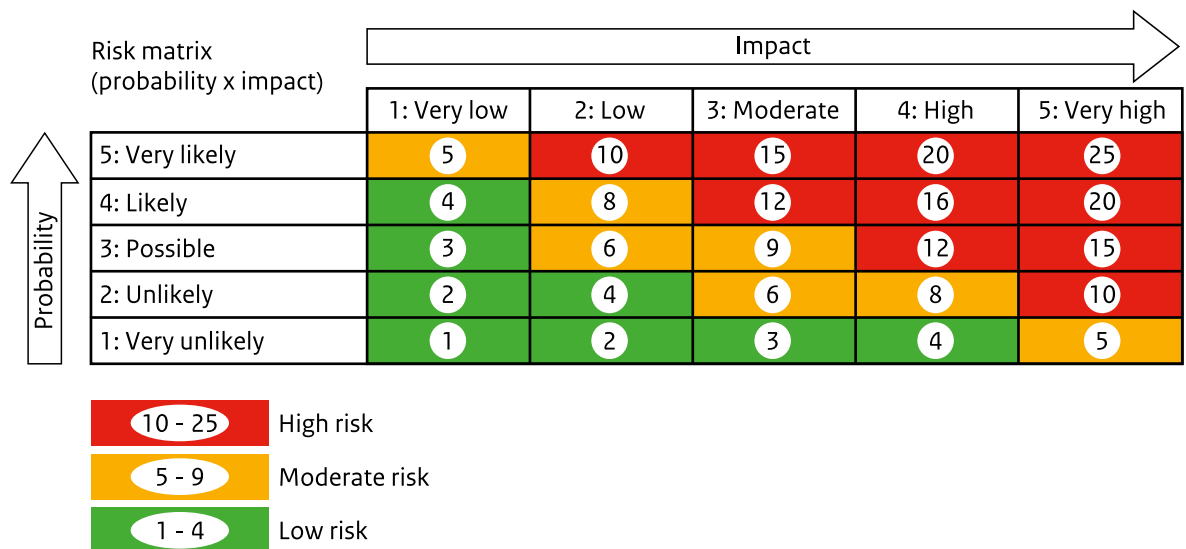
2.1 Risk analysis

Risk management at RIVM focuses on preventing important RIVM goals from being threatened (including continuity of service).

In line with the risk management system, a wide-ranging inventory was conducted in spring 2024 to identify risks that could threaten the achievement of RIVM's objectives. For each domain (including operations), the main risks were identified and

discussed in the MT domain. The result of this inventory is a master list of risks, which was shared with the Executive Board. The Executive Board narrowed this master list down to five strategic risks for 2025. These risks are explained below, including their causes and a calculation of probability x impact (see Figure 2). Aided by an integrity expert, we also looked at integrity risks and formulated a top three.

Figure 2. Risk matrix



2.2 Strategic risks

Risk #1

Increased threat of cyber risks and e-risks.

With the increasing threat of cyber risks and e-risks, as well as major developments and changes in this field, the application landscape at RIVM needs to stay up to date. We also need to constantly make employees aware of these risks in order to protect RIVM from the threat they pose. This affects our national and international strategy, such as the projects we do abroad. It also affects all other core and secondary tasks at RIVM, such as implementation of the population screening programmes and vaccination programmes, as well as scaling up in response to a future pandemic. It is vitally important for the application landscape to remain resilient against data breaches and cybercrime (and therefore also against loss of data, money and reputation). However, there is limited financial (investment) room for this.

Probability x impact (max. 5 x 5):

 **4 x 5 = 20**, so this risk would be considered 'red' and therefore categorised as 'high'.

Control measures:

- Conducting a major cybersecurity exercise (OZON);
- Upgrading and maintaining the security team (through recruitment and knowledge and skills development, among other activities) and bringing it closer to the primary process;
- Continuing the RIVM-wide Security Awareness programme;
- Implementing the Security Roadmap;
- Closely monitoring the information security assessment.

Risk #2

Failure to (sufficiently) share scientific and other data by and with RIVM due to laws and regulations, or the (overly) strict interpretation thereof, so that RIVM can only perform its tasks and commissioned projects sub-optimally.

The Dutch Data Protection Authority and the Netherlands Court of Audit found in 2023 that organisations are sometimes more reluctant to exchange personal data than required under the GDPR. When that happens, the performance of government tasks is compromised. That is relevant to RIVM. If suppliers do not provide personal data to RIVM within the legal options, RIVM cannot access the data it should preferably have for optimal performance of its statutory tasks. Similarly, if RIVM does not make data available to third parties, despite the legal options at its disposal, this could lead to reputational damage for RIVM. This trend also endangers the principle of reciprocity. To that end, it is important that our data is findable and accessible (FAIR) to others, which in turn enables us to make it available to others as well. A growing volume of European and international legislation and its interpretation, such as the Data Governance Act and the European Health Data Space (EHDS) Regulation, demand a great deal of effort from the organisation.

Probability x impact (max. 5 x 5):

 **4 x 4 = 16**, so this risk would be considered 'red' and therefore categorised as 'high'.

Control measures:

- Shaping policy regarding exchanges of datasets, staying alert to options within the relevant legal space;
- Increasing relevant knowledge within RIVM;
- Maintaining an active dialogue with government ministries so that data exchange can be arranged and simplified in partnership with various parties, as well as actively contributing to laws and regulations that have been announced as well as desired legislation, for example on the use of health data for scientific research.

Risk #3

The transition to the new building may not go according to plan, with all the consequences that entails for finances, human resources, logistics and organisational structures.

RIVM is expected to start the relocation in the second quarter of 2025. If the relocation does not go smoothly, there may be various (direct and indirect) transition costs involved. On the one hand, there is a risk is that the RIVM organisation is not ready to relocate. On the other hand, there is a risk is that the new building will not be vacated on time and there will be delays in the transition. This comes with quality and continuity risks within our regular work, as well as risks to the continuity of our work. There is also the risk of increased workload, in which the relocation takes more time and effort. This can lead to loss of production, reputation damage, resistance and irritation. The BSL-3 labs will relocate in the fourth quarter of 2025, with the option of continuing to the first quarter of 2026.

Probability x impact (max. 5 x 5):

 **3 x 4 = 12**, so this risk would be considered 'red' and therefore categorised as 'high'.

Control measures:

- We actively include all RIVM staff and inform them about the progress and approach of the relocation and its impact on RIVM and on our regular work;
- The Transition steering committee ensures that all transition activities have been harmonised and that all preparations necessary to relocate to our new building and work properly in the new building are completed in a timely manner. To this end, the work is divided into six key categories or pillars: labs, operational management, relocation, vacating the old premises & exit plan, contemporary working in our new building and Information Services/ICT, with a line leader or special project leader for each pillar, and there is weekly coordination between the pillars;
- Throughout the year in which the relocation takes place, the commissioning clients are kept informed about the progress of the commissioned projects and any bottlenecks by means of the periodic consultations and the progress report.

Risk #4

Inadequate alignment of RIVM in anticipation of new and amended laws and regulations may create circumstances in which the feasibility and realisation of RIVM tasks could be at risk.

EU legislation, national laws and regulations, government-wide frameworks, policies of the Ministry of Health, Welfare and Sport (VWS) and jurisprudence all have an impact on how RIVM is expected to perform its tasks. If we do not ensure compliance, RIVM may not be sufficiently carrying out the purpose of a particular law. It could also lead to potential reputation damage and/or fines for RIVM. New (or more recent) regulatory frameworks such as the Open Government Act (Woo), the In Vitro Diagnostics Regulation (IVDR) and legislation on data processing (including privacy), such as the AI Regulation, the European Health Data Space (EHDS¹) Regulation and the European Data Governance Act (DGA), require continuous adjustments in the way we work. It requires capacity and effort, both from the primary process and from centrally organised staff functions, to operationalise these new rules and translate them into clear criteria and frameworks that RIVM can use in day-to-day practice. Because RIVM is a government agency and is therefore responsible for complying with laws and regulations on its own initiative, RIVM is also responsible for having (and maintaining) a complete and up-to-date overview of relevant new and amended laws and regulations. In the context of this risk, it is important to look critically at how RIVM (in collaboration with the Ministry of VWS) can position itself more effectively in anticipation of new and amended laws and regulations, and thus be sufficiently involved in advance in how new and amended regulations are applied in RIVM's tasks. This will strengthen our strategic positioning, as well as the joint creation, application and improvement of RIVM-specific frameworks.

Probability x impact (max. 5 x 5):

 **4 x 4 = 16**, so this risk would be considered 'red' and therefore categorised as 'high'.

Control measures:

- The Legal Affairs & Privacy Department will continue the work started in the third quarter of 2024 with the aim of positioning RIVM more effectively in the process of formulating laws, regulations and policies on data and information, as well as its effective elaboration and operationalisation in improved collaboration. To that end, responsible data processing will be given a place in the RIVM2030 strategy and a central and integral overview of the guidelines for using data and information will be established and developed. Further goals include increasing relevant knowledge, contributing more frequently and proactively to government-wide and other frameworks on data and coordinating collaboration with the civil service more effectively, further exploring intensified collaboration with the network of government knowledge institutes, and further clarifying and intensifying cooperation with the Ministry of Health, Welfare and Sport (VWS).


¹ The European Health Data Space (EHDS) is a proposal by the European Commission to allow quick and easy sharing of medical data and to give citizens access to health data stored about them.

Risk #5

Further escalation of tensions and armed conflict and the underlying geopolitical situation in Europe may mean that more crisis tasks are assigned to RIVM, putting further pressure on its core tasks.

The 2024 National Security Trend Analysis shows that the threat assessment has deteriorated recently. Many threats have become more urgent, or have the potential to move in that direction in the years to come. This is also evidenced by the establishment of a new Programme Directorate for Resilient Care (PDWZ) by the Ministry of Health, Welfare and Sport (VWS) as of 1 September 2024. At the same time, the times we now live in are characterised by transitions in climate and geopolitics, among others. There is a real possibility that this could increase pressure on RIVM's crisis tasks. At the same time, shortages of available resources, such as financial space, knowledge and capacity, continue to increase. This puts further pressure on RIVM's core functions.

Probability x impact (max. 5 x 5):

 $3 \times 4 = 12$, so this risk would be considered 'red' and therefore categorised as 'high'.

Control measures:

- we work on strengthening our crisis structure as proposed in the Executive Board memorandum 'Follow-up on AEF and critical processes' on 9 July 2024 (see also annual goal 2). Additional tasks will also need additional resources to be allocated;
- In the event that RIVM has to take on crisis tasks, we will have to make choices as to which other tasks will be discontinued (temporarily or permanently).

2.3 Integrity risks

There is a particular focus (partly from the Ministry) on integrity risks. Part of the risk management system is the involvement of the integrity expert in this process. To that end, three key integrity risks were identified.

1. Data leaks and cybercrime

Internal and external data leaks and cybercrime pose a risk to the organisational and scientific integrity of RIVM. Causes include espionage, hacks, loss of data carriers, documents and materials (including bio-materials), insufficient awareness of cybercrime, and failure to have work processes structured properly.

2. Social insecurity

An inclusive and socially safe working environment is an ongoing focus. Inappropriate behaviour and insufficient perceived room for speaking out frankly pose a risk to the safety of individual employees.

This may involve physical or psycho-social safety, intimidation or other undesirable behaviour in the workplace. Under-reacting and over-reacting to suspicions of integrity violations both pose a risk to how empowered people feel.

3. Violation of organisational and scientific integrity

RIVM researchers may experience intimidation and/or influence from citizens, businesses, interest groups or commissioning clients during their research and when writing their reports. This poses a risk to the scientific integrity of RIVM. Intimidation of employees may affect their well-being and present dilemmas in the context of personal and scientific integrity. The fixed roles of employees must be protected to avoid undue influence. The rise of AI could also put pressure on scientific integrity. The Dutch Code of Conduct for Scientific Practice does not yet include clear rules on the use of AI.



3 Budget

This section focuses on the income and expenditure budget for 2025 and its explanatory notes.

3.1 General

Demand for research and advice from RIVM remains as high as ever. Since the outbreak of SARS-CoV-2, but also due to the public focus on certain themes, the work assigned to RIVM has increased significantly in a short time frame. This demands flexibility and resilience from the organisation.

In addition, RIVM will be relocating. The new building is available from 1 January 2025, after which the relocation to the Utrecht Science Park in Utrecht can begin. The relocation must be completed by 2026. Incidental costs and revenues (such as the claim granted in the Spring 2024 Memorandum) are part of the budget.

This includes the effects of the recently concluded collective labour agreement. The adjusted rates increase staff costs, but also boost turnover.

This multi-year budget does not yet incorporate the possible consequences of the coalition agreement that has yet to be established. The outline coalition agreement defines tasks for our commissioning clients, but it is not yet clear whether it will have substantive and financial implications for RIVM. More clarity on this is expected to follow in the next few months.

Similarly, no additional funds for strengthening the knowledge base have been included. RIVM remains in discussions with the parent Ministry and commissioning clients to obtain structural funding for innovation and development. The ambiguity surrounding the further details of the coalition agreement also plays a role here.

Table 1. RIVM income and expenditure budget for 2025

RIVM agency income and expenditure budget for 2025-2029 (Amounts x €1,000)							
	2023 balance after final Act (amending the budget)	2024 Adopted budgetting	2025	2026	2027	2028	2029
Income							
Turnover from parent Ministry	565,282	531,700	662,700	642,900	570,600	570,100	572,300
Turnover from other Ministries	109,371	110,200	138,500	132,400	132,100	132,200	132,400
Turnover from third parties	41,011	28,400	35,400	36,200	35,500	35,500	35,500
Interest income	–	–	8,000	8,000	8,000	8,000	8,000
Release from provisions	10,363	–	7,500	8,100	–	–	–
Exceptional income	1,130	–	–	–	–	–	–
Total income	727,157	670,300	852,100	827,600	746,200	745,800	748,200
Expenditure							
Overheads	705,056	662,100	844,700	820,100	738,900	738,500	740,900
- Personnel costs	298,605	293,100	365,300	345,500	337,900	335,200	335,100
<i>of which for own personnel</i>	208,194	238,500	280,000	272,600	269,200	268,800	268,700
<i>of which for external personnel</i>	78,055	43,300	72,900	60,600	56,500	54,100	54,100
<i>of which other p-costs</i>	12,356	11,300	12,400	12,300	12,200	12,300	12,300
- Tangible costs	406,451	369,000	479,400	474,600	401,000	403,300	405,800
<i>of which for ICT equipment</i>	39,368	48,800	48,000	46,700	47,600	47,300	47,300
<i>of which for contribution to SSOs</i>	10,581	7,500	7,500	7,500	7,500	7,500	7,500
<i>of which for other tangible costs</i>	356,502	312,700	423,900	420,400	345,900	348,500	351,000
Interest expenditure	–	–	–	–	–	–	–
Depreciation charges	6,416	8,200	7,400	7,500	7,300	7,300	7,300
- Equipment	6,414	8,200	7,400	7,500	7,300	7,300	7,300
<i>of which for ICT equipment</i>	4,529	5,700	5,000	5,000	5,000	5,000	5,000
<i>of which for other equipment</i>	1,885	2,500	2,400	2,500	2,300	2,300	2,300
- Intangible	2	–	–	–	–	–	–
Other expenditure	2,066	–	–	–	–	–	–
<i>of which for additions to provisions</i>	2,066	–	–	–	–	–	–
<i>of which for special expenditure</i>	–	–	–	–	–	–	–
Total expenditure	713,538	670,300	852,100	827,600	746,200	745,800	748,200
Balance of income and expenditure on ordinary activities	13,619	–	–	–	–	–	–
Agency share of corporate tax charges	57	–	–	–	–	–	–
Balance of income and expenditure	13,562	–	–	–	–	–	–

3.2 Explanatory notes on income

The budgeted turnovers are based on the multi-year commission volumes expected. The actual turnovers will depend on the nature and scope of the activities to be performed and the related costs to be charged (hours x rate plus direct project-related costs).

The budgeted turnover of the parent Ministry consists of income from the Ministry of Health, Welfare and Sport (VWS) as the owner (€42.8 million) and from VWS as the commissioning client (€619.9 million). In the coming years, out of the budgeted turnover from VWS as the owner, €16.5 million is earmarked for RIVM's Strategic Programme, €3.5 million is available from the contribution provided by the OCW Science Fund, and €0.9 million is for stimulating European research. Moreover, there are two incidental items for 2025 and 2026 related to RIVM's relocation: the allocated claim for the double accommodation costs (€20.4 million in 2025 and €4.3 million in 2026) and the contribution of €5 million for the ongoing lease of the current site in 2026.

The budgeted turnover from VWS as the commissioning client (€619.9 million) relates to programmes that RIVM implements for VWS policy departments. This figure shows an increase in 2025, explained largely by the procurement of COVID-19 vaccines (€60.1 million in 2025 and €51.7 million in 2026). Unlike last year, these have been made financially visible in turnover and costs. The procurement of these vaccines has not been included after 2026, as the continuation of the COVID-19 vaccination programme after that cannot yet be assessed (in terms of content and scope). The decreasing trend can also be explained by the studies from the COVID-19 research programme which are coming to an end (2024 was the last year of the structural part) and by the progress on information services for infectious disease control (IV-IZB programme 16), which peaked in 2024 but will conclude after 2029.

The turnover from other Ministries consists of programmes implemented for the Ministry of Infrastructure and Water Management (IenW), the Ministry of Economic Affairs (EZK), the Ministry of Agriculture, Nature and Food Quality (LNVN), the Ministry of Social Affairs and Employment (SZW), the Ministry of Foreign Affairs and Kingdom Relations (BZK) and the Ministry of Defence. A decrease is expected, but only after a period of continued growth in 2025 and 2026

(in commissioned projects from IenW, VWS and LNVN). The expected decrease is mainly due to the phasing out of the AERIUS project at LNVN.

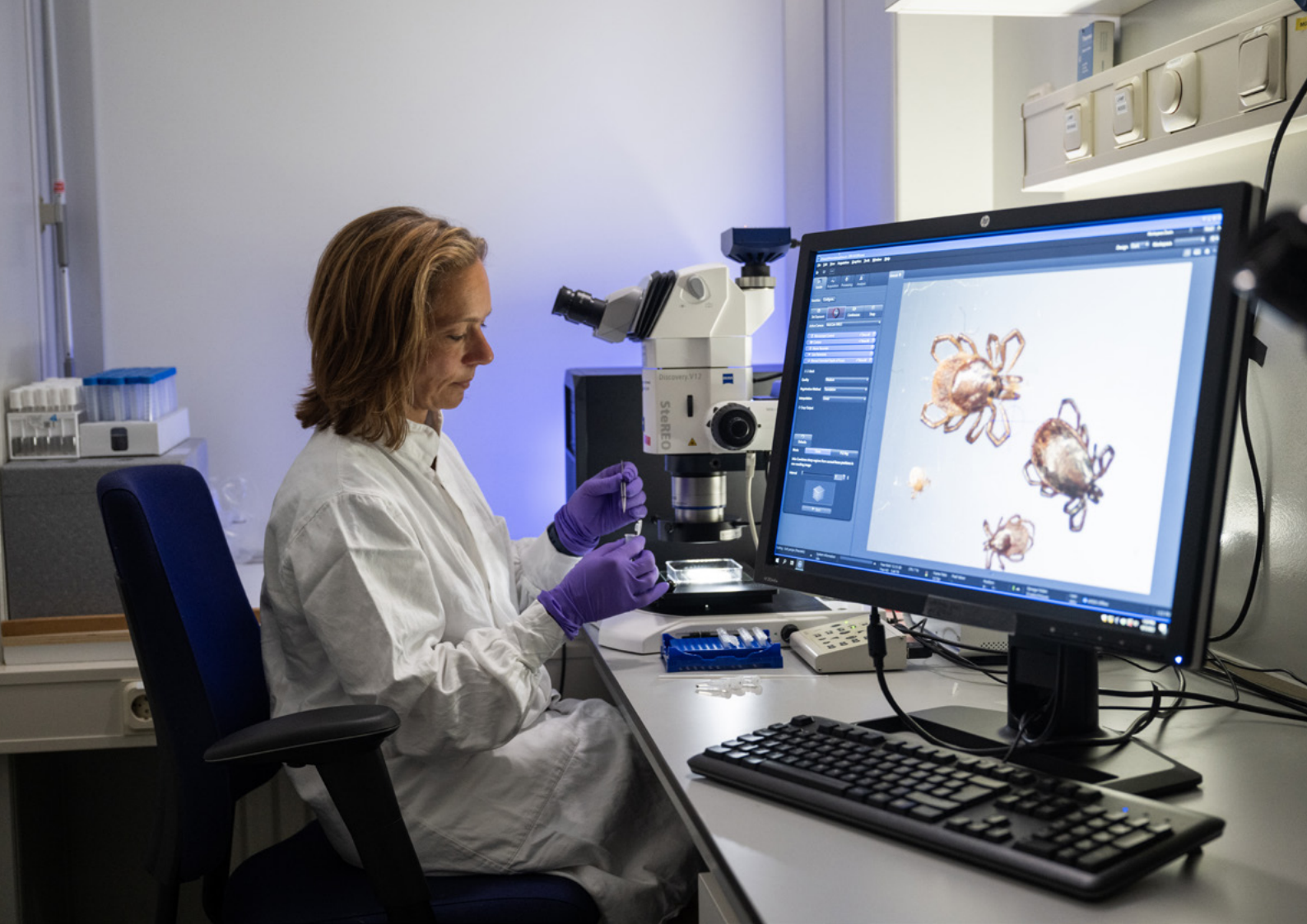
Third-party turnover consists of commissioned projects that RIVM carries out for international organisations, non-departmental public bodies (including the Authority for Nuclear Safety and Radiation Protection, ANVS) and local and regional authorities. Again, growth is still expected in 2025, before levelling off at this higher plateau.

Finally, interest income in 2025 and beyond includes an uncertain estimate of €8 million, and the release of provisions is directly related to RIVM's relocation. In both years, there will be an end to previously budgeted provisions for double rental fees and for vacating the Bilthoven buildings.

3.3 Explanatory notes on expenditure

Personnel costs for 2025 are €365.3 million, which includes €280 million for civil servants. In subsequent years, the costs of RIVM employees will follow the projected costs associated with the work portfolio. In 2025, the costs of hiring external personnel are €72.9 million. Unlike previous years, the 10% standard no longer applies, since it no longer realistically reflects costs in the current labour market. Moreover, RIVM is not always able to absorb structural personnel costs due to the short-term funding of commissioned projects. For 2025, RIVM has set a target of 20% for hiring external personnel. The aim is to keep reducing external personnel in the years ahead by switching wherever possible to hiring permanent or temporary personnel that it employs directly.

The increase (and later decrease) in total costs can mainly be seen in other tangible costs. €60.1 million of the decrease in 2027 can be explained by the costs of procuring COVID-19 vaccines (€60.1 million in 2025 and €51.7 million in 2026). Another significant item involves the incidental costs related to the relocation in 2025 and 2026. In addition to the physical relocation and transition costs, it also includes the double accommodation costs during the relocation period. On its own, that will amount to €23.2 million in 2025 and €10.7 million in 2026. About 60% of the ICT-related tangible costs are determined by RIVM Information Services, while the rest is incurred elsewhere within RIVM. Depreciation charges are based on expected investments (for example for replacements).



4 Efficiency indicators

Following on from the agency section, we will now focus on the efficiency indicators. This includes rates, absenteeism, overhead, external hiring and more.

4.1 Rates

RIVM uses the average weighted hourly rate as an indicator of efficiency. Hourly rates are set annually by the parent Ministry. Rates are determined based on such factors as the development of wage costs, tangible costs and the number of billable hours per employee. The rounded hourly rates for 2025 are shown in Table 2. A rate increase of 7.2% has been taken into account for 2025, resulting from the new collective labour agreement for the national government. The weighted average hourly rate for 2025 is €159.46. Rates have increased by €10.71 on average compared to 2024. The proposed rate was substantiated and agreed with the commissioning clients during the annual meeting with the commissioning client and owner (*Opdrachtgever-Eigenaar Beraad, OEB*) on 4 July 2024.

4.2 FTEs

The budget shows the number of full-time equivalents (FTEs) working at RIVM as at 31 December 2024, excluding external hires. Trends in the number of FTEs expected are linked to developments in the portfolio of commissioned projects. For 2025 and 2026, the number of FTEs has been temporarily raised due to the additional capacity required for the relocation. After that, the number of FTEs will stabilise towards 2,510 in 2029.

4.3 Overheads

RIVM maintains an 80:20 FTE ratio between the primary process and overheads. This results in a standard of no more than 20% FTE overhead for the primary process in 2025. This standard is monitored on a monthly basis, and has not been exceeded in recent years.

4.4 External hiring

The standard for hiring external personnel is based on the applicable government standard of 10%. Given RIVM's funding structure, which includes many temporarily funded commissioned projects,

it would not be realistic to apply this standard at RIVM. Our deployment of external hires is subject to careful review. The expected labour market shortages will continue to play a role in 2025, making it harder to find new people. This will quickly lead to non-compliance with the government standard. RIVM aims to restrict external hiring to 20%, also to secure the required knowledge and experience in our organisation. This percentage also more realistically reflects the constraints of the current labour market.

4.5 Chargeable hours

Chargeable hours provide insight into productivity at RIVM. The standard at RIVM is 65%. There is a systematic focus on achieving this standard in the primary process, as employees are explicitly notified. This standard has been achieved in recent years.

4.6 Payment of invoices

The standard for the number of invoices to be paid within 30 days is 95%, based on government-wide agreements. The number of invoices paid within 30 days increased significantly in the past year. The standard for this efficiency indicator has not yet been achieved, but is expected to be met this year. RIVM invested deliberate effort last year in partially automating payment verification, thus reducing the need for manual intervention. This allows invoices to be paid faster after the approval process. In the past year, the P2P project not only focused on improvements that benefit this efficiency indicator, but also made improvements in the quality and efficiency of the ordering process. These improvements indirectly contribute to further improving the payment process. In the year ahead, the P2P project will be focusing mainly on improvements that are directly linked to this efficiency indicator. Examples include actively pursuing invoices that have been on waiting for approval for some time. We will also be exploring the extent to which the ordering function can be centralised even further and payment documents could be discontinued. Despite the improvements made last year, the standard has not yet been met.

Table 2. Rates for 2025

Rate group	Expert	High	Middle	Low	Average
Hourly rate	€ 192	€ 166	€ 148	€ 132	€ 159,46

This is partly because the percentage achieved is calculated on the basis of a 12-month average. Thus, a lower percentage in the past period only has an effect in later reports. In addition, a number of projects were delayed, such as the original tender for the new ERP system. As a result, implementation of the new ERP system is not expected until 2026 at the earliest. Meanwhile, the preliminary contract has been awarded to the partner who will carry out the implementation at RIVM. As a result, some of the improvements have not yet been realised.

4.7 Absenteeism

The absenteeism standard used at RIVM is the Verbaan standard, which is set at 2.6%. This standard is not yet realistic nor feasible for 2025, not least due to Long COVID and the current labour market. The aim is to minimise absenteeism and further reduce illness-related absences by 2025. In 2025, we will initiate or continue a number of actions aimed at reducing and continuing to prevent absenteeism within RIVM, including:

- Ongoing attention to workload at every level and in every part of the organisation and its effect on employee vitality and employability:
The aim of this measure is to reduce the (perceived) workload and reverse the elevated trend. We will be pursuing a two-pronged approach: a short-term operational perspective geared towards existing interventions and communication and a long-term operational perspective involving a systemic approach to workload. The actions that have already been initiated will be continued in 2025. Various parts of the RIVM organisation will continue to work on a system approach to workload, including the Executive Board. RIVM also remains committed to broader programming and bidding, which also touches on reducing the workload in our organisation.
We will also continue our commitment to communication and to highlighting existing interventions at individual and team levels, with a view to tackling the workload. Examples include discussing this issue periodically in the various management teams and conducting socio-medical consultations (SMO) within all centres and staff departments. The (perceived) high workload, which often has a direct effect on absenteeism, is a fixed item on the agenda.

- Use of self-management as part of the leadership development programme:
Most managers have the knowledge and skills necessary to offer guidance to employees, both in general and in the event of absenteeism. The leadership programme focuses on empowering managers, integral management and employee self-responsibility. When managers and employees are able to practice self-management, in terms of prevention and making timely arrangements if employees are feeling off-balance or no longer in the right place for them, it benefits everyone. There will be a specific focus on hybrid working, diversity & inclusion, and neurodiversity. We are offering a blended learning programme, *Van verzuim naar inzetbaarheid* ('from absenteeism to employability') to strengthen the knowledge and skills of managers and HR advisers related to absenteeism, self-management, the Dutch Eligibility for Permanent Incapacity Benefit (Restrictions) Act and case management. The programme was developed by O&P Rijk (the HR service provider for the Dutch central government). Training is available for a more in-depth look at the topic.

- The active use of occupational healthcare professionals, meaning an absence and rehabilitation consultant and staff welfare officer:
Besides actively working with a combined absence and rehabilitation consultant from *O&P Rijk*, a staff welfare officer is available for short-term psychosocial care. The staff welfare officer can be contacted when employees have issues (at work or in their private lives) that make it difficult for them to do their work properly. The staff welfare officer is increasingly being sought out and used on a preventive basis (even when employees are not on sick leave). RIVM wants to continue to offer this option in 2024 to help prevent employee absenteeism.

4.8 Performance review cycle of the central government

In 2017, the central government performance review cycle (*gesprekscyclus Rijk, GCR*) for employees was introduced at RIVM. This involves a planning interview in the spring and a results interview in the autumn. The number of interviews held is monitored actively. RIVM is aiming to have conducted a minimum of one registered personnel interview for at least 80% of employees in 2025. This percentage was agreed with the parent Ministry.



5 Priorities for operational management

Section 5 discusses the elements of operational management specified in the VWS 2025 framework letter. We also describe how RIVM will implement each aspect of operational management in the year ahead.

5.1 Socially safe and inclusive working environment

Working towards an open and safe work culture is one of the key cornerstones of the RIVM strategy. This aspect was already part of the 2025 strategy for RIVM. It is also prominent in the new 2030 strategy: *Learning Organisation: working in a safe culture, where we learn from each other and have room for reflection, diversity and inclusion*. The actions that will be taken in this area are diverse and wide-ranging, including a focus on countering discrimination and racism, for example through objective recruitment and selection.

Social safety and inclusiveness are interwoven in the day-to-day work at RIVM. These themes are highlighted in onboarding programmes, on the intranet, in confidential consultations, and in learning programmes on topics like ‘conscious enthusiasm in working at RIVM’. Working in an open and safe work culture, as well as rest and reflection, are part of this learning programme for all RIVM staff.

The topics of diversity, inclusion and culture will receive systematic attention in 2025 in the form of available capacity (structural staffing and budgets for the D&I networks). At the same time, work is being done to achieve various outcomes, such as implementing the ICOP measures that have been identified for ‘inclusive recruitment and selection’ to prevent prejudice and discrimination, among other issues. In 2025, the results of the pilot on ‘D&I in scientific research’ will be reviewed, followed by an advisory opinion for further roll-out throughout RIVM.

RIVM actively promotes an open and safe culture where diversity and inclusion can flourish. This is part of the leadership profile at RIVM and the associated leadership programme. Frankness is also part of this programme. It is about being able to be yourself, speaking up about opposing views, and expressing yourself, as well as giving and receiving feedback. At the same time, various sessions will take place in teams within RIVM to promote an open and safe working climate. The teams will be guided by coaches specialising in psychological safety. These sessions will continue to be available for the next few years so that teams can develop together in this context.

5.2 Information management

RIVM is continuing to develop the annual goal for openness. On the one hand, these efforts focus on strategic organisational development, which involves improving awareness, intentions and ways of working under the Open Government Act (Woo). On the other hand, it involves tangible activities for facilitation and improvement in the information domain. The scope and frameworks for these activities are laid down in laws and regulations. The limited availability of budget and manpower is also a defining framework. To achieve the openness objectives, RIVM has opted for a concentrated improvement approach, aiming to gain control of information management at RIVM. The relocation to the new building offers an opportunity for teams and departments to take steps in this direction.

Achieving the openness objectives requires gaining better control of information management at RIVM. In 2025, the *Open op Orde* programme will continue to use programme budget from the Ministry of VWS to support improving and gaining control of information management. The basis for gaining control is establishing an Information Management Framework, which establishes governance of information management, including structural control of its quality. In conjunction with similar developments in the data domain at RIVM, this development will be completed in 2025.

Openness is not only about the traditional information domain, which is usually set up from office ICT services, but also about data and research findings. It is RIVM policy to make research data available to the public as much as possible, with all due consideration of legal and ethical aspects, such as privacy. This is guided by the FAIR principles: Findable, Accessible, Interoperable, and Reusable. To allow the data specialists to do their work, reinforcement from the *Open op Orde* programme and other resources are being used on a temporary and structural basis. RIVM Information Services has also used other funding to deploy data stewards.

Further implementation of the Open Government Act (Woo) in 2025 will focus on transparency and support for passive provision of open government information (the Woo requests). For active pursuit of open government, we not only promote the mandatory disclosures, but also publish the FAIR principles and the documentation in the research process. An expert from the Open Government Act Implementation programme / *Open op Orde*

will be deployed for this purpose. A publication site for actively disclosed RIVM information for interested citizens is also being developed, as well as agreements for its use.

Openness is a major priority at RIVM. Within RIVM, the Open RIVM governance programme has been ongoing for some time now. Open RIVM supports the Executive Board by bringing together all the initiatives in RIVM and combining, guiding and supporting them wherever possible. This includes the activities in RIVM Information Services regarding data and information security, publication of information by the Communication and Sustainable Information department, and the interpretation and implementation of laws and regulations that require the involvement of lawyers, data specialists and content experts. The Open RIVM steering committee promotes information exchange and expertise related to openness, monitors the progress of activities in the C-ARVE, *Open op Orde* and *Woo* implementation programmes, and expands the RIVM knowledge network for open government.

5.3 Information Services

RIVM has to navigate laws and regulations related to data and information. The expected impact is substantial – not only for information disclosure, but also for the organisation as a whole, in the way that RIVM fulfils its tasks. In 2025, we will have a better understanding of the implications and how the information disclosure landscape needs to be developed to continue supporting RIVM optimally. Several FTEs are expected to have to be released or recruited for this purpose. For the time being, no funding bottlenecks are foreseen for next year in this area. More tangible specifications for RIVM's ambitions and needs in this area must be worked out first. As a result, we do not yet have a clear overview of the anticipated costs and any potential obstacles. Responsible processing of data and information will be a focus in Strategy RIVM2030. Based on this strategy, the vision for information disclosure will be reassessed and a new data and information strategy will be drawn up. This needs to happen in order to give direction to the

development of the data and information disclosure landscape at RIVM, which must match the pace of that growth in order to continue to sufficiently address societal challenges. Collaboration, within RIVM and with external partners, and the related sharing of data are recurring trends. Information disclosure plays a growing role here, focusing on themes such as data-centric working. These themes are also reflected in the programmes on information services for infectious disease control (IV-IZB) and the RIVM data platform, which will continue in 2025. An important building block in the RIVM data platform will be the cornerstone for a central metadata catalogue, which will make RIVM datasets findable in accordance with requirements set by the Data Governance Act (DGA) and the European Health Data Space (EHDS) Regulation.

A governance model in the form of a databoard was launched in 2024. The experiences gained from this will serve as input for establishing RIVM-wide governance on information disclosure in 2025. In 2025, RIVM will also be working to establish a plan for more central control over investments across the information disclosure landscape (see also annual goal #7).

Under the regime of the NIS2² directive, RIVM is expected to be classified as an 'essential entity'. If that is the case, more stringent obligations for risk management, control measures and reporting on cybersecurity will be important, as well as increasing relevant knowledge and skills. NIS2 demands more from our organisation than the current BIO framework³. The inventory shows that we still have some steps to take. These are included in the information security plans. In the context of NIS2 implementation, RIVM is also collaborating with the Ministry of VWS.

RIVM also faces a constantly changing threat assessment (see also strategic risk 1). Despite that, society should be able to trust that RIVM is properly and securely processing information from citizens in the Netherlands. It is therefore vital that RIVM employees are aware of the constantly changing risks of working online. We are therefore continuing the Awareness programme for all employees.

² In view of all the digital developments, the European Union has been working on the Network and Information Security (NIS2) Directive (EU 2022/2555) since 2020. This directive aims to improve the digital and economic resilience of European member states. In the Netherlands, the NIS2 Directive will be implemented in the form of the Cybersecurity Act (*Cyberbeveiligingswet*, Cbw).

³ The Government information security baseline (in Dutch: *Baseline informatiebeveiliging Overheid*, BIO) is a basic information security framework. It encompasses all layers of the public sector: central government, municipalities, provinces and water boards. <https://www.nldigitalgovernment.nl/overview/government-information-security-baseline/>

We are also organising training courses for specific groups, such as board members. With the decentralised deployment of Information Security Officers (ISOs), we want to bring information security closer to the primary process. The ambition is for each centre to have its own ISO. RIVM started implementing the Security Roadmap in 2025, and will continue in 2025. The audit function will also be set up within RIVM. There will be an improved reporting line from CISO to the Executive Board on the current status of security, threats and incidents.

5.4 Privacy

RIVM is a data-intensive organisation. We have a clear and evident need to use personal data in the course of fulfilling our statutory tasks and obligations. Laws and regulations on personal data protection and privacy affect almost all processes at RIVM. Privacy Coordinators, appointed within all centres and departments, support process owners in ensuring compliance. The Central Privacy Team (CPT) defines the framework and plays a directing role. It also offers specialist advice to the centres and departments.

As an agency of the Ministry of Health, Welfare and Sport (VWS), RIVM gives an annual privacy update to the core ministry. From 2024, the Chief Privacy Officer (CPO) of VWS will no longer use an ad-hoc list of questions, but will request an update using a privacy maturity model, which is much more comprehensive. The CPT facilitates this within RIVM. For example, the privacy maturity model is included in the new Privacy Information Management System (PIMS). Due to the transition to the new privacy maturity model, the annual CPO request will not be issued until early 2025.

The CPT plans to visibly advance privacy compliance within RIVM in 2025. Qualitative improvement at RIVM in that area, for example with a better knowledge base and qualified staff, are preconditions for standardising, managing and optimising processes. This will increase public confidence in RIVM. The CPT is working hard to demonstrably improve privacy awareness among employees. Through a privacy awareness strategy, a multi-year plan and training sessions for various target groups, this will take on more tangible shape in 2025. Another priority is analysing the frameworks of the GDPR for application at RIVM. This will partly operationalise Strategy RIVM2030 and the associated data strategy. Finally, the CPT is

committed to taking joint action wherever possible as much as possible, both in conjunction with the primary process and with other elements within the operational management chain.

5.5 Procurement

RIVM aims to ensure that its procurement is lawful, effective, cost-conscious, efficient and socially responsible. AO/IC procurement management at the Ministry of Health, Welfare and Sport (VWS) describes all the control measures that VWS has set up for the core ministry and all the services and institutions under it, including RIVM. One of these control measures is a periodic specialised internal audit (*verbijzonderde interne controle inkoopbeheer*, VIC) of procurement management. The audit focuses primarily on the purchases (orders and procurement processes) made by RIVM. This audit report is aligned with VWS reporting practices. In addition, RIVM provides annual accounts to the auditor for the financial commitments made that year.

A periodic procurement audit during the year checks the extent to which RIVM procurements meet the requirements set by the Public Procurement Act. To ensure lawful action within the legislative frameworks, RIVM has established internal procurement procedures and made them available via the intranet. All employees are expected to follow them. Procurement audits check RIVM purchases against these procurement procedures.

Based on a monthly risk analysis, purchases in the relevant quarter are subjected to sampling. The agreements are laid down in the Audit Approach to Procurement Management. Following the risk analysis, the Central Government Audit Service (ADR) selects a sample of up to 10 items per month from dossiers that the analysis shows to be high risk. Procurement files are reviewed using a checklist. The checklist is based on AO/IC procurement management for VWS and underlying descriptions of the RIVM procurement processes. This is used to determine how each centre and staff unit scores: good, medium or low. In addition to the monthly procurement audit, reports are also provided on requests to the CFO to deviate from procurement rules, and on new obligations under the illegitimacy frameworks agreed at the national level (“imported illegitimacy”).

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