ANNEX 4
Key performance indicators

One of the key business principles of the EMCDDA for 2016-18 is to implement a state-of-the-art performance measurement system, to ensure that work is on track and that the agency delivers its intended outcome and meets the expectations of its stakeholders.

One of the core components of this system is the implementation of a set of sound key performance indicators (KPIs) that will support the EMCDDA to measure the achievement of its strategic objectives for 2016-18 and report the results to its stakeholders.

In order to accomplish that, KPIs have been defined for each of the eight main areas of the work programme. In defining these KPIs, the EMCDDA has taken stock of the existing practices established across EU agencies. This was facilitated by use of the repository of KPIs built by the Performance Development Network of EU agencies, of which the EMCDDA is an active member. This will contribute to a harmonised approach and facilitate experience exchange and use of lessons learnt from across the agencies.

The results achieved are presented below. Data were retrieved from the internal monitoring documents, which are part of the corporate monitoring and evaluation (M&E) plan.

These data show that the EMCDDA had a good performance overall, with 87 % of the annual targets exceeded or achieved. More specifically, of the 62 annual targets corresponding to the 46 KPIs:

- 18 (29 %) targets were exceeded

- 36 (58 %) targets were achieved

- 7 (11 %) targets were partially achieved/underachieved

- 1 (2 %) target could not be fully assessed, duing to methodological constraints.

Key area 1: Communicating evidence and knowledge exchange

Strategic objective: Provide policy and practice with better evidence for decision-making and action and serve as the European central reference point for drug-related information and analysis

Key performance indicators	Target 2016	Status	Data source
KPI 1.1.1. Timely production of major EMCDDA outputs (European Drug Report (EDR), EMCDDA–Europol EU Drug Markets Report (EDMR), European Drug Responses Report (EDRR), ESPAD Report 2015)	Launched as planned:		
	2016 EDR package	Achieved	EMCDDA website; EDR launch press conference events; internal records
	Second edition EDMR	Achieved	EMCDDA website; EDMR launch press conference events; internal records
	2015 ESPAD Report	Achieved	EMCDDA website; ESPAD Report launch press conference events; internal records
	Drafted (for publication in 2017): first edition EDRR	Partially achieved (in progress, completion in 2017)	Internal records
KPI 1.1.2. Efficiency in delivering key outputs	Efficient workflow ensured by setting up milestones for each key output in the products database, with remedial actions to address deviations taken within one month	Partially achieved. Work in progress to improve the related procedures and timeliness for follow-up/taking remedial actions: • Key outputs defined and milestones set up in the products database • Editorial Board examined products that were lagging behind or risked being carried over into the next year in their meetings throughout the year and remedial action was taken and documented • Deadline for taking the remedial actions (i.e. within one month) only partially met	Products database; minutes of the Editorial Board Meetings and Follow-up meetings on products; other internal records
KPI 1.1.3. Publishing of scientific articles in peer-reviewed journals	Impact score 20 or higher (impact score = the journal impact factor × the number of scientific articles published in 2016)	Target exceeded: 27 articles/book chapters published — total Impact Factor sums to 82.859	Internal records

Key performance indicators	Target 2016	Status	Data source
KPI 1.1.4. Use of the EMCDDA´s online resources	Minimum download targets for key resources set up and met	The key resources and their corresponding web metrics (i.e. the number of downloads /page views in 2016) are provided below: • 2016 EDR package: - Trends and Developments Report: 53 960 downloads - Statistical bulletin: 17 107 page views - Country overviews: 165 119 page views - Perspectives on Drugs (PODs): 78 969 page views • 2016 EDMR: 22 424 downloads • ESPAD 2015 Report: 1 910 downloads • Best practice portal: 29 242 page views. However, the status of this KPI is difficult to assess fully, because no clear targets could be set for these key resources at the beginning of 2016. This is explained by the fact that some of these resources are new outputs; therefore, there was no benchmark for setting up targets for the year. The figures obtained can, however, be used for developing a methodology to define targets for similar outputs in the future (work already in progress).	Web statistics
KPI 1.1.5. Increase in the coverage of evidence provided by the Best practice portal (BPP)	BPP updated in all the existing areas and extended to include evidence on the effectiveness of responses to NPS	Achieved	Best practice portal: emcdda.europa.eu/ best-practice
Outputs — services			
KPI 1.1.6. Responsiveness of the EMCDDA to the needs of key institutional stakeholders (EU institutions and Member States)	a) Core list of institutional meetings formally established and minimum 90 % of events attended	Target exceeded: 97 % (36 out of 37 meetings)	Internal records
	b) 100 % of the requests for input/ advice from key institutional stakeholders assessed and responded to within three weeks	Achieved	Internal records; correspondence with stakeholders
Training and capacity building			
KPI 1.1.7. Level of satisfaction with the training provided by the EMCDDA (average score calculated based on all the training evaluation reports)	Minimum 80 % satisfaction rate	Target exceeded: 94 % average satisfaction rate based on the scores obtained for the seven Reitox Academies to which this target applies	Training evaluation reports

Key performance indicators	Target 2016	Status	Data source
Communicating with audiences			
KPI 1.1.8. Contribution to relevant scientific and practice drug events	EMCDDA presentations delivered at minimum 80 % of the identified major drug scientific and practice events in 2016	Target exceeded: presentations delivered at 93 % of the identified events	Internal records, events database
KPI 1.1.9. Information and knowledge dissemination to agency's visitors	100 % of the requests to visit the EMCDDA received from EU institutions and national authorities from EU Member States fulfilled	Achieved (14 out of the 14 requests fulfilled)	Internal records, relevant correspondence
KPI 1.1.10. Responsiveness to public requests	100 % of the public enquiries received were answered, in line with the European Ombudsman guidelines	Achieved (all the 156 enquiries made to enquiries@emcdda.europa.eu were responded to in line with the applicable guidelines)	Internal records, relevant correspondence
KPI 1.1.11. Audience reached through social and multimedia channels and products	a) Increased number of views of multimedia products (videos, apps, etc.) (compared with 2015)	Achieved: the total number of views of all EMCDDA videos on YouTube increased from 24 000 in 2015 to 94 000 in 2016 (almost four times as many)	Social media monitoring
	b) Increased social media reach (number of unique people who saw social media content) (compared with 2015)	Achieved, with the following remark: the definition of the target had to be revised; during the course of the year, it became clear that measuring the *number of unique people who saw social media content* would not be feasible (i.e. data obtained for the main EMCDDA social channels, Twitter and Facebook, would not be sufficiently reliable). This is however work in progress to develop the methodology, which will allow us obtain some reliable data as of 2017. For 2016, we developed an alternative definition, which refers to the *number of followers*. This definition allows the collection of both relevant and reliable data for this KPI. Based on the data collected in line with this new definition, the KPI was achieved, as follows: Facebook followers: 6 119 in 2016, compared with 4 212 in 2015 (i.e. a 45 % increase) Twitter followers: 8 770 in 2016, compared with 6 800 in 2015 (i.e. a 29 % increase)	Social media monitoring
KPI 1.1.12. Effectiveness of the EMCDDA in communicating with media	100 % of media enquiries received a response within two working days	Partially achieved: 98 %. The target was not realistic, as some of the requests were not sent to the press office directly, which led to delays. Therefore, the target definition has been revised for the 2017 work programme	Internal records, relevant correspondence

Key area 2: Early warning and threat assessment

Strategic objective: Support rapid EU response to new threats by providing EU institutions and Member States with prompt and scientifically sound information for action on new psychoactive substances and emerging drug trends

Key performance indicators	Target 2016	Status	Data source
Responding to NPS – EU EWS and risk assessment			
KPI 2.1.1. Timely, relevant and quality implementation of the information exchange and risk assessment mechanism on new psychoactive substances (NPS)	a) Timely issue of formal notifications on NPS and public health related warnings to the EWS network	Achieved	EWS records; EDND; EMCDDA–Europol 2015 annual report on the implementation of the Council Decision
	b) Annual implementation report submitted to the EP, the Council and the EC and published	Achieved	
	c) Formal reports (EMCDDA–Europol Joint Reports on NPS, and risk assessment reports) submitted to stakeholders within the stipulated deadline (as appropriate)	Achieved	
KPI 2.1.2. Contribution of the EMCDDA to policy decisions with impact on the public health of EU citizens	Decisions concerning the control of NPS made by the Council of the EU and the EC are informed by the evidence provided by the EMCDDA	Achieved: in 2016, the Council adopted the Implementing Decision (EU) 2016/1070 of 27 June 2016 on subjecting 1-phenyl-2-(pyrrolidin-1-yl)pentan-1-one (α-pyrrolidinovalerophenone, α-PVP) to control measures ([1])	The Council Implementing Decision (EU) 2016/1070 of 27 June 2016
Emerging trends and threats			
KPI 2.1.3. Timely identification and reporting of emerging trends and threats	Rapid assessment and communication of new threats (when triggered)	Achieved	Internal records, list of publications
KPI 2.1.4. Availability of new methods and tools for rapid monitoring	Roadmap for improving sensitivity of reporting tools for new threats and developments developed and agreed	Achieved	Internal records

([1]) Published in the Official Journal of the European Union L 178/18 on 2.7.2016.

Key area 3: Situation, responses and trend analysis

Strategic objective: Provide a holistic picture of the drug phenomenon, through an integrated and coherent core monitoring system

Key performance indicators	Target 2016	Status	Data source
KPI 3.1.1. Relevance and consistency of reporting tools and instruments	Efficient follow-up on the implementation of the recommendations from the 2015 triennial review of the KIs with the EMCDDA reporting countries (28 Member States, Norway and Turkey)	Achieved	Internal records
KPI 3.1.2. Level of progress in the implementation of supply indicators	Drug seizures and drug law offences indicators implemented as planned (the revised instruments are adopted by the Member States (Reitox NFPs) and are routinely implemented as of 2016; on drug production facilities (data collected by Europol)	Achieved	Internal records; HFP meeting records
KPI 3.1.3. Availability of new methods and tools to monitor drug areas where information is currently insufficient (e.g. health-related responses to NPS, internet)	Roadmap for improving monitoring developed and agreed	Achieved	Internal records

Cross-cutting area A: Information collection and management

Strategic objective: Ensure the validity, consistency and reliability of the EMCDDA reporting system

Key performance indicators	Target 2016	Status	Data source
The annual information collection exercise			
KPI A.1. Level of implementation of the new reporting system (workbooks) in the 30 reporting countries	At least 80 % of the countries (i.e. 24) submit the five main workbooks and a minimum 50 % of the countries (i.e. 15) submit all 10 workbooks	Target exceeded: 30 countries reported all 10 workbooks by the end of 2016	NFPs reporting; internal records
KPI A.2. Timeliness of the provision of annual data by the Reitox NFPs	At least 80 % of the countries submit 90 % of the requested ST and SQ by mid-October and 80 % of countries report their workbooks or equivalent by mid-November	Partially achieved overall: the first part of the target, which concerns the submission by the NFPs of the requested ST and SQ, was achieved, while the second part, concerning the submission of workbooks, was only partially achieved. Note, however, that although only some countries managed to submit their workbooks by mid-November, all 30 countries submitted their 10 workbooks by the end of 2016	NFPs reporting; internal records

Key performance indicators	Target 2016	Status	Data source
Management of the Reitox network			
KPI A.3. Execution rate (commitments) of the grant agreements budget	95 % of the available funding is committed for NFPs grants	Target exceeded: overall commitment rate was of 99.19 %	Reitox records
KPI A.4. Timeliness of processing of the payment requests	85 % of the balance payment requests — submitted complete and on time — are successfully checked and paid by 30 June of year $n + 1$	Target exceeded: 92.86 %	Reitox records

Cross-cutting area B: Quality assurance

Strategic objective: Ensure that EMCDDA´s tools, processes and outputs remain of high quality and fit for purpose through a process of continuous improvement and evaluation of efforts

Key performance indicators	Target 2016	Status	Data source
KPI B.1. Implementation of quality mechanisms to support the scientific activities	Quality standards and guidelines in place for key scientific processes and outputs	Achieved	Internal records
KPI B.2. Provision of scientific input/advice (in the form of peer review, formal opinions, input to protocols, projects, products, etc.) by the Scientific Committee members (as measured through percentage of requests met out of the total number of requests received by the Scientific Committee members from the Director and the Management Board)	Minimum 70 %	Target exceeded: 76 %	Internal records, relevant correspondence
KPI B.3. Effectiveness of the Director in providing support to the Scientific Committee in performing its tasks	a) 100 % of the supporting documents uploaded on the Scientific Committee extranet at least two weeks before the Scientific Committee meetings (except for documents related to events occurring within this timeframe)	Achieved	Scientific Committee extranet, relevant correspondence
	b) Draft minutes of the Scientific Committee meetings sent to the Chair a maximum of two weeks after the close of the meetings	Achieved	Internal records, relevant correspondence
KPI B.4. Efficient quality assurance feedback for the new reporting system	Quality feedback reports provided to Reitox NFPs on their contributions under the new reporting system	Achieved	Reitox records, relevant correspondence
KPI B.5. Level of progress in the implementation of the Internal statistics code of practice	Indicators developed for a selection of Principles in section Statistical Output in the Statistics Code of Practice	Achieved	Internal records, Statistics Code of Practice

Cross-cutting area C: Cooperation with partners

Strategic objective: Enhance and further increase the quality of the services provided to EU and MS stakeholders, through a better strategic understanding of the drug phenomenon, catalysed by strong partnership with key players at European and global level, and by knowledge transfer to EU priority third countries and regional programmes

Key performance indicators	Target 2016	Status	Data source
KPI C.1. Efficient implementation of MoUs and other working arrangements with key partners	Priority areas for joint work in the context of the 2016-18 strategy and work programme defined	Achieved	Internal records, documents prepared for the Management Board
KPI C.2. Efficient implementation of the IPA 5 project	a) Minimum 80 % of the expected results for 2016 are achieved (in line with the commitments expressed by the partner countries)	Achieved	IPA 5 project records
	b) Minimum 85 % of the overall annual budget committed	Target exceeded: 88.5 % of the annual budget committed	IPA 5 project records
KPI C.3. Efficient implementation of the ENP project	Minimum 80 % of the expected results for 2016 are achieved (in line with the commitments expressed by the partner countries)	Achieved	ENP project records
	Minimum 85 % of the overall annual budget committed	Target exceeded: 97 % of the overall budget committed	ENP project records

Corporate area Governance

Strategic objective: The EMCDDA functions as a modern, efficient and forward-looking EU administration, which is committed to providing a high-quality service to its stakeholders and to EU citizens in general; in achieving that, the agency will be guided by good governance, steered by sound management and leadership and operated by a highly motivated and high-performing workforce.

Key performance indicators	Target 2016	Status	Data source
KPI GOV.1. Effectiveness of the Director in providing support to the Management Board for performing its tasks	a) 100 % of the supporting documents uploaded on the Management Board extranet at least two weeks before the Management Board meetings (except for documents related to events occurring within this timeframe)	Achieved	Management Board extranet; correspondence with the Management Board members
	b) Draft minutes of the Management Board meetings sent to the Chair a maximum of 20 working days after the close of the meetings	Achieved	Draft minutes; correspondence with the Management Board Chair
KPI GOV.2. Degree of implementation of the 2016-18 work programme and of the 2016 work programme	100 % of the expected outputs/results listed as Level 1 priority (L1), 80 % of the expected outputs/results listed as Level 2 priority (L2) and 50 % of the expected outputs/results listed as Level 3 priority (L3) achieved	Partially achieved for the L1 results (97 %); target exceeded for the L2 results (83 %); target exceeded for the L3 results (60 %)	Internal corporate monitoring system
KPI GOV.3. Degree of implementation of the performance measurement system	a) KPIs for the 2016 work programme implemented and M&E plan developed to track their progress	Achieved	Internal records; EMCDDA 2016-18 strategy and work programme
	b) KPIs refined for the 2017 work programme (definitions improved, as appropriate, and targets defined)	Achieved	Internal records; EMCDDA 2017-19 SPD
	c) Management Information System piloted	Partially achieved: mapping carried out, preliminary needs defined. To be continued in 2017	Internal records, the MIS
KPI GOV.4. Timely delivery of the documents supporting the strategic planning and programming cycle (three-year work programme, annual work programme, General Report of Activities) (as required by the recast EMCDDA Founding Regulation)	All documents delivered within deadline	Achieved	Internal records, relevant correspondence; Management Board extranet; EMCDDA website
KPI GOV.5. Degree of implementation of internal audit recommendations	100 % of the internal audit recommendations ('critical' and 'very important') implemented within the deadline set out in the follow-up action plan endorsed by the Management Board	Achieved	Internal records

Corporate area Administration and ICT

Strategic objective: Ensure sound allocation and management of financial and human resources and assets, and the management of the ICT infrastructure and services, by further rationalising and automating relevant processes and tools, enhancing efficiency and synergies, and developing the quality of services and support

Key performance indicators	Target 2016	Status	Data source
KPI ADM.1. Budget execution rate — commitment appropriations (without assigned appropriations)	Minimum 97 % of the total commitment appropriations	Target exceeded: 99.98 %	Internal records, ABAC
KPI ADM.2. Budget execution rate — payment appropriations (without assigned appropriations)	Minimum 93 % of the total payment appropriations	Target exceeded: 95.6 %	Internal records, ABAC
KPI ADM.3. Occupation rate (implementation of the establishment plan)	94 % of the establishment plan posts (officials, temporary agents) filled at the end of the year (in line with resources)	Partially achieved: 92.4 % (73 posts occupied of the 79 authorised in the establishment plan). The budget did not allow for additional recruitments	Internal records, the EMCDDA establishment plan; internal HR database
KPI ADM.4. Staff turnover	Maximum 4 % of staff leaving EMCDDA during the year, out of the total number of staff (officials, temporary agents, contract agents)	Achieved: two staff members left in 2016 (i.e. 2.7 %)	Internal records; HR database
KPI ADM.5. Average number of training days per staff member	Minimum of three days	Target exceeded: the average number of training days per staff member was 4.9	Internal records
KPI ADM.6. Average time of recruitment processes	Maximum of four months from the expiry date of the vacancy notice to appointment decision	Achieved: the average time was four months	Internal records
KPI ADM.7. Number of accidents at workplace	No accidents	Achieved	Incident log
KPI ADM.8. Efficiency in using available facilities, equipment and infrastructure	No increase in utility costs (compared with 2015)	Target exceeded: 8 % reduction in utility costs compared with 2015	Internal records, invoices
KPI ICT.1. Project management and implementation accountability (compliance with the EMCDDA's adopted ICT project management standard)	100 %	Achieved: 100 % compliance reached for the L1 (three projects) and the L2 (three projects) projects listed in the 2016 WP	Internal records
KPI ICT.2. Availability of the ICT systems	a) Office supporting infrastructure availability: system availability more than 95 %, office hours (maximum of 103 hours of accumulated downtime over the year)	Target exceeded: 100 % system availability	Internal records
	b) Corporate supporting infrastructure availability (websites, web applications, Fonte, databases, email, security): system runs on a 24/7 basis with an overall availability annual target of minimum 99 % availability (maximum of 88 hours of annual accumulated downtime)	Target exceeded: 99.9 %	ICT internal records, cloud monitoring service (www.monitis.com)