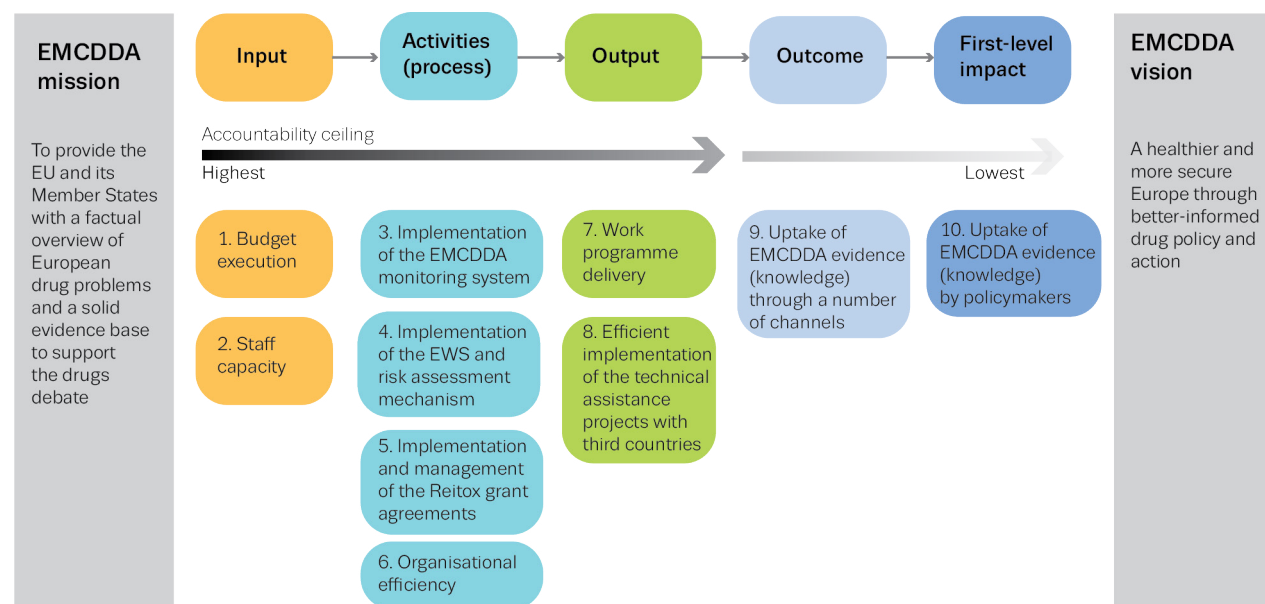


## Annex 4

## Key performance indicators

A new EMCDDA performance measurement model was put in place in 2019 (see Figure 1). Following the 'theory of change' approach, this new model identifies a limited number (10) of KPIs, which are used to measure the effectiveness of delivering the desired outputs and the efficiency of using the resources allocated to that end. They are complemented by higher level KPIs that focus on outcomes and impacts. While the EMCDDA ensures, every year, the high-quality delivery of its products and services, in line with its mandate and resources, the uptake of these by the agency's key stakeholders (outcomes) and any consequent changes to EU drug policies and legislation (first-level impacts) are, however, beyond the control of the EMCDDA.

FIGURE 1. The EMCDDA performance model



To measure the 10 composite KPIs, smaller and more specific performance indicators and additional performance data (metrics) were put in place. Annual targets were defined for the performance indicators and, together with the data collected for the metrics, they were used as proxies for understanding the status of the KPIs.

Out of the 43 annual targets defined for the performance indicators, 39 were achieved, three were partially achieved and one was not applicable. The detailed results are presented in the table below and more information can be found in the [full report](#).

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
<b>Input</b>				
<b>1. Budget execution</b>	1.1. Commitment appropriations	Minimum of 95 % of the total commitment appropriations	Achieved: 100 %	Internal records, ABAC
	1.2. Cancellation rate of payment appropriations	Maximum of 5 % cancelled payment appropriations	Achieved: 0.08 %	Internal records, ABAC
<b>2. Staff capacity</b>	2.1. Occupation rate (implementation of the establishment plan)	At least 95 % of the establishment plan posts (officials, temporary agents) filled at the end of the year (in line with resources)	Achieved	Human resources records
	2.2. Staff turnover	Maximum of 4 % of staff leaving EMCDDA during the year, out of the total number of staff (officials, temporary agents, contract agents)	Achieved	Human resources records
	2.3. Average number of training days per staff member	Minimum of three days	Partially achieved: 2.4 days/staff member, as a result of a reduction by 50 % of relevant budget allocations	Human resources records
<b>Activities (process)</b>				
<b>3. Implementation of the EMCDDA monitoring system</b>	3.1. Input into the monitoring system via national reporting	National reporting guidelines agreed at the HFP meeting each autumn	Achieved	Internal records
	3.2. Availability of statistical outputs	<i>Statistical Bulletin</i> published on the public website annually alongside the EDR	Achieved	EMCDDA website
	3.3. Feedback provided to NFPs on workbooks	Feedback at the HFP meeting in spring	Achieved	Internal records
<b>4. Implementation of the EWS and risk assessment mechanism on NPS</b>	4.1. Formal notifications on NPS and public health-related warnings issued to the EWS network	In line with the deadlines and criteria defined by Regulation (EU) 2017/2101 (amending Regulation (EC) 1920/2006) and the applicable standard operating procedures	Achieved: <ul style="list-style-type: none"> <li>the EU EWS network was formally notified of a total of 53 NPS identified for the first time</li> <li>eight risk communications (including alerts, briefings and advisories and/or updates of these)</li> </ul>	EWS records, the EDND
	4.2. Formal reports (EMCDDA initial reports on NPS and risk assessment reports) submitted to stakeholders (as appropriate)		Not applicable	

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
<b>5. Implementation and management of the Reitox grant agreements</b>	5.1. Quality organisation of the HFP meetings	(a) 100 % of the supporting documents made available to the NFPs two weeks prior to the meetings (except for documents related to events occurring within this time frame)	Achieved	Reitox records, extranet
		(b) Conclusions and action points disseminated within four weeks after the closing of the meetings	Achieved	Reitox records, extranet
	5.2. Execution rate (commitments) of the grant agreements budget	95 % of the available funding is committed for NFP grants	Achieved	Reitox records
	5.3. 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	Achieved	Reitox records
<b>6. Organisational efficiency</b>	6.1. Effectiveness of the Director in providing support to the Management Board for performing its tasks	(a) 100 % of the supporting documents for the Management Board meetings uploaded on the Management Board extranet at least two weeks before the meetings (except for documents related to events occurring within this time frame)	Achieved	Management Board extranet; correspondence with Management Board members
		(b) Draft minutes sent to the Chair within a maximum of 20 working days from the close of the Management Board meetings	Achieved	
	6.2. Effectiveness of the Director in providing support to the Scientific Committee in performing its tasks	(a) 100 % of the supporting documents for the Scientific Committee meetings uploaded on the Scientific Committee extranet at least two weeks before the meetings (except for documents related to events occurring within this time frame)	Achieved	Correspondence with stakeholders, EMCDDA Management Board extranet, website, internal records
		(b) Draft minutes of the meetings sent to the Chair within a maximum of two weeks from the close of the meetings	Achieved	
	6.3. Timely delivery of the documents supporting the strategic planning and programming cycle (PDs and <i>General Report of Activities</i> ) (as required by the recast EMCDDA Founding Regulation)	All documents delivered within deadline	Achieved	Correspondence with stakeholders, EMCDDA Management Board extranet, website, internal records
	6.4. Average time of recruitment processes	Maximum of four months from the expiry date of the vacancy notice to the appointment decision	Achieved	Human resources records

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
<b>6. Organisational efficiency</b>	6.5. Number of accidents at workplace	No accidents	Achieved	Internal records
	6.6. Efficiency in using available facilities, equipment and infrastructure	No increase in utility costs (compared with 2018)	Partially achieved: based on the 12-month comparison of 2019 and 2018, there was an overall utility cost increase of 17.2 % (+EUR 23 889.47), an electricity cost increase of 19.6 % (+EUR 25 282.26), a water consumption decrease of 20.1 % (–EUR 1 728.43) and a gas consumption increase of 44 % (+EUR 335.65). The increase in electricity use is directly linked to a considerable extension of the air-conditioning operating time required to have the building at desired temperatures in the morning, in addition to a colder winter and spring in Lisbon than in 2018. Overall, while the EMCDDA has made important efforts to reduce the utility costs which were under its control, other costs — which were largely dependent on atmospheric conditions — could not be decreased.	Internal records, utility bills
	6.7. Availability of the ICT systems	(a) Office supporting infrastructure availability: system availability greater than 95 %, office hours (maximum of 103 hours of accumulated down time over the year)	Achieved	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 of 99 % availability (maximum of 88 hours of annual accumulated down time)	Achieved	Internal records
	6.8 Efficiency in implementing ICT projects	Deviation between planned and consumed ICT resources (defined as full-time equivalents of ICT staff) for core projects	Achieved	Internal records
<b>Output</b>				
<b>7. Work programme delivery</b>	7.1. Degree of implementation of the 2019 work programme	(a) 100 % of the expected outputs/results listed as level 1 priority achieved	Achieved	Internal monitoring system
		(b) 80 % of the expected outputs/results listed as level 2 priority achieved	Achieved: 95 %	
		(c) 50 % of the expected outputs/results listed as level 3 priority achieved	Achieved: 77 %	

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
8. Efficient implementation of the technical assistance projects with third countries	8.1. Efficient implementation of the IPA 6 project	(a) Minimum of 80 % of the project expected results achieved (in line with the commitments expressed by the partner countries)	Achieved	IPA 6 project records, internal reporting
		(b) Minimum of 85 % of the total budget committed	Achieved	
	8.2. Efficient implementation of the EU4MD project	(a) Minimum of 80 % of the annual milestones achieved	Achieved	EU4MD project records, internal reporting
		(b) Minimum of 70 % of the annual budget committed	Achieved	
Outcome				
9. Uptake of EMCDDA evidence (knowledge) through a number of channels	9.1. Audience reached through the website	Number of unique visitors	1 713 644 visits (26 % increase in visits compared with 2018)	Web monitoring, internal records
	9.2. Responsiveness of the EMCDDA to the needs of key institutional stakeholders (EU institutions and Member States)	(a) Number of institutional meetings attended	60 key and high priority institutional meetings attended	Internal records, including the list of institutional meetings and the list of events attended by EMCDDA staff
		(b) Number of requests for input/advice from key institutional stakeholders responded to	More than 30	Internal records
		(c) Number of requests to visit the EMCDDA received from EU institutions and national authorities from EU Member States fulfilled	13 requests for visits received from EU institutions and national authorities from EU Member States and Norway, all of which were fulfilled by the EMCDDA	Internal records
	9.3. Contribution to major scientific and practice drug events	(a) 100 % of events attended (resource dependent)	Partially achieved: only two events out of 14 that were not attended — this was because of the need to reallocate staff owing to them needing to attend to other priority tasks (performance indicator resource dependent)	Events database (intranet)
		(b) 75 % of presentations delivered	Achieved: presentations delivered at 86 % of the relevant events	Internal reporting, events database
	9.4. Publishing of scientific articles in peer-reviewed journals	Impact score of 30 or higher (impact score = the journal impact factor x the number of scientific articles published in 2019)	Achieved: 22 scientific articles published with a total impact factor of 118.812, which is almost three times higher than the target.	Internal records

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
<b>9. Uptake of EMCDDA evidence (knowledge) through a number of channels</b>	9.5. Training provided by the EMCDDA	(a) Number of people trained (by categories of training: Reitox Academies, Summer School, training with partners (e.g. CEPOL))	Summer school: 43 participants Reitox Academies: 212 participants Training with CEPOL: 169 participants EUPC 'training for trainers': 29 participants Policy evaluation workshops: 40 participants Other training activities carried out within the EU4MD project: 75 participants	Internal records
		(b) Minimum of 80 % satisfaction rate (average score calculated based on all the training evaluation reports) with the Reitox Academies	Achieved: 100 % average satisfaction rate (calculated based on the evaluation reports)	Training evaluation forms
	9.6. General public requests	Number of public enquiries answered	212 public enquiries responded to, in line with the European Ombudsman guidelines	Internal records
	9.7. Audience reached through social media	(a) At least 5 % increase in social media followers (compared with 2018)	Achieved: the increase in social media was above 5 % for all the channels, as follows: <ul style="list-style-type: none"> <li>Twitter: 15 900 followers (+9 %)</li> <li>Facebook: 11 102 followers (+7 %)</li> <li>LinkedIn: 4 200 followers (+17 %)</li> <li>Instagram: 750 followers (+25 %)</li> </ul>	Social media monitoring
		(b) An average engagement rate above the industry standard	Achieved – average engagement rates: <ul style="list-style-type: none"> <li>Twitter: 0.85% (industry standard 0.048%)</li> <li>Facebook: 5.25 % (industry standard 0.09%)</li> <li>Instagram: 6.7 % (industry standard 1.6 %)</li> <li>LinkedIn: 5.4 % (no information on the industry standard for this channel is available)</li> </ul>	
	9.8 Audience reached through newsletters	(a) At least a 5 % increase in subscribers to email lists (compared with 2018)	Achieved: 9 % increase	Internal records
		(b) An average opening and click rate above the industry standard	Achieved: the 10 active subscriber lists had an average opening rate of 30.45 % and an average click rate of 7.47 %, which are above the industry standards as defined by the newsletter system Mailchimp (opening rate: 19.3%, click rate: 2.1%)	
	9.9 Audience reached through videos	(a) At least 5 % increase in subscribers	Achieved: a total increase of 987 subscribers for 2019, representing an overall increase of 44.8% as compared with 2018 (there were 2199 subscribers at the end of 2018).	Internal records
		(b) Audience retention rate above 50 %	Achieved: an average audience retention rate of 58.1 %	
		(c) Increase of 5 % in total video views	Achieved: an overall increase on lifetime views by 44.1 % was recorded in 2019, compared with 2018	
	9.10. Media reached	Number of media requests answered	378 press requests answered	Internal records

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
<b>9. Uptake of EMCDDA evidence (knowledge) through a number of channels</b>	9.11. Visitors to the EMCDDA	Number of visitors received (by categories: policy, practice, academia, general public)	In 2019, the EMCDDA hosted a total of 70 visits, representing 947 visitors, split into the following categories: <ul style="list-style-type: none"> <li>152 in the policy area/decision-makers</li> <li>437 professionals</li> <li>358 students</li> </ul>	Internal records
<b>First-level impact</b>				
<b>10. Uptake of EMCDDA evidence/knowledge by policymakers</b>	10.1. Council implementing decisions to subject NPS to control measures and criminal penalties throughout the EU (within the mechanism established by Regulation (EU) 2017/2101)	Defined by needs	Not applicable: there were no Council implementing decisions to subject NPS to control measures and criminal penalties throughout the EU in 2019. However, the EU Member States continue to work on the implementation of the Council implementing decisions that were made in previous years.	Council's decisions (published in the <i>Official Journal of the European Union</i> )
	10.2. EU Policy Cycle for organised and serious international crime for the period 2018-21: implementation of OAP 2019 and support provided to the European Commission and the Member States in formulating OAP 2020	Defined by needs	The EMCDDA contributed to the EMPACT OAPs of the EU Policy Cycle on organised and serious international crime, including in the following ways: <ul style="list-style-type: none"> <li>The EMCDDA-Europol 2019 EDMR was launched on 26 November</li> <li>169 law enforcement officers were trained through the training sessions organised jointly with CEPOL</li> <li>The EMCDDA provided input into the drafting of the EMPACT OAPs for 2020 on NPS/synthetic drugs and on cannabis, cocaine and heroin</li> <li>The Joint EMCDDA-Europol threat assessment on methamphetamine was published in 2019</li> </ul>	Internal records, EDMR 2019, CEPOL training records, meetings proceedings
	10.3. EU SOCTA informed by the EMCDDA (including through EDMR 2019)	Defined by needs		

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
<b>10. Uptake of EMCDDA evidence/knowledge by policymakers</b>	10.4. Other EU and national policies and legislation, and UN documents, informed by the evidence produced by the EMCDDA	Defined by needs	<p>The evidence produced by the EMCDDA informed many EU and national policies and legislation, and UN documents (for more detail, see the full report). Some of the most illustrative examples include:</p> <ul style="list-style-type: none"> <li>Support was provided to the European Commission, through contribution to the implementation of the EU action plan on drugs 2017-20 and support in the final evaluation of the EU drugs strategy 2013-20. In this regard, the EMCDDA provided to the European Commission and the external evaluators of the EU drugs strategy an information-rich briefing note entitled <i>The EMCDDA's contribution to the final evaluation of the EU drugs strategy 2013-20 and of the EU Action Plan on Drugs 2017-20</i></li> <li>The EMCDDA informed the Commission's work on the new European Drug Agenda (2021-25)</li> <li>A briefing note on cannabis reclassification to support the development of an EU common position on WHO-ECDD recommendations was sent to the European Commission in December, further to its request</li> <li>The EMCDDA contributed to the programming exercise for the DG HOME funds in the next multiannual financial framework (2021-27) and the Internal Security Fund on the basis of the recommendations made in the EDMR 2019</li> <li>A decision of the European Parliament to instruct a 'Preparatory Action' on darknet criminality was informed by the findings on this topic in the 2019 EDR</li> <li>In the framework of the UN CND, the central UN policymaking body in drug-related matters, which held its 62nd session in Vienna from 14 to 22 March, the EMCDDA supported the EU delegation and EU Member States in their legislative efforts towards the adoption of the UN Resolutions led by the EU</li> <li>Technical input and advice were provided to the European External Action Service</li> <li>Assistance was provided to Member States, for example to Estonia, Cyprus and Portugal, and for the evaluation of their national drug strategies; EMCDDA staff were also present and gave presentations at national launches of the EDR 2019, in Bulgaria, Czechia, Cyprus, Poland, Romania, Slovenia and Finland. Technical missions and high-level visits were organised in a few other countries</li> <li>An information exchange was undertaken with the UN system (e.g. on the prioritisation of NPS for review by the WHO-ECDD)</li> </ul>	Internal records; correspondence with partners (EC)



KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
10. Uptake of EMCDDA evidence/knowledge by policymakers	10.5. Other evidence of uptake of EMCDDA knowledge by policymakers (to be defined)	Defined by needs	<p>Some of the many examples of uptake of EMCDDA knowledge (a more detailed selection is presented in the full report) include the regular use of the agency's outputs, data and projects (with either explicit or implicit references) for the purpose of national reports or other documents, or to inform developments in national policies or initiatives. Notable examples include:</p> <ol style="list-style-type: none"> <li>1. Reports issued by national policymakers that refer to the EMCDDA as a source for their findings: <ul style="list-style-type: none"> <li>the UK Parliament Health &amp; Social Care Committee Drug Policy Inquiry (published in 2019)</li> <li>the <b><u>independent review of drugs by Dame Carol Black, commissioned by the UK government. The phase 1 evidence pack</u></b> (published in February 2020) draws heavily on the 2019 EDMR</li> <li>the <b><u>Irish report of the working group into alternatives</u></b> (published in April 2019)</li> <li>The Norwegian report <b><u>Rusreform – fra straff til hjelp</u></b></li> <li><b><u>Australian parliamentary report</u></b></li> </ul> </li> <li>2. Examples of EMCDDA projects/initiatives that influenced national policies: <ul style="list-style-type: none"> <li>In Luxembourg and Poland, the EMCDDA's harm reduction initiative brought together public health stakeholders, contributing to the strengthening of inter-sectorial cooperation in the field of hepatitis C testing and treatment. In Luxembourg, the Ministry of Health used the findings to inform the new national drugs strategy, while in Poland the stakeholders agreed to develop a proposal to introduce testing activities in the national health programme 2021-25</li> <li>Data from the European Web Survey on Drugs, a project supported by the EMCDDA, have been used in Belgium and Italy for defining the proportion of illegal activities in the gross domestic product by the national banks. In Luxembourg, the project data have also been used to help define the law initiative for legalising cannabis</li> <li>The EMCDDA's expertise and outputs in the prevention area have contributed to shaping national policies</li> </ul> </li> </ol>	