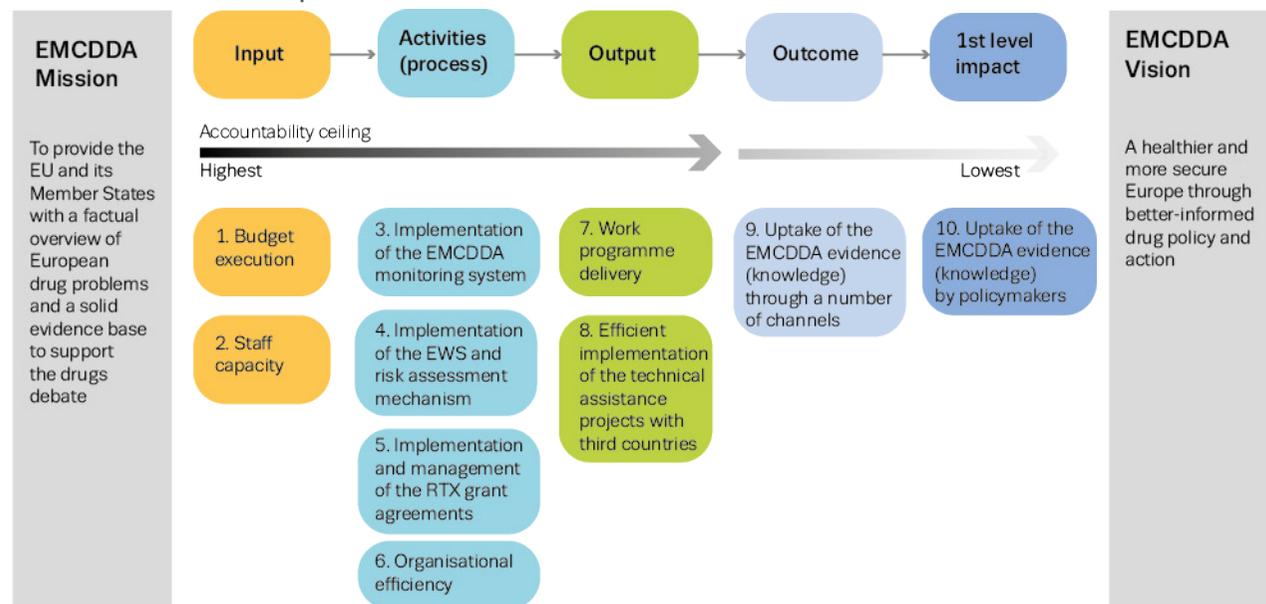


Annex Ib Key performance indicators

The EMCDDA performance measurement model is presented in Figure 1. Following the ‘theory of change’ approach, this 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 ten 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 55 annual targets defined for the performance indicators, two were not applicable, 81 % were achieved, and 19 % were partially achieved. The non-achievement of these targets was mainly caused by COVID-19, as explained further below.

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
INPUT				
1. Budget execution	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: 0.65 %	Internal records, ABAC
2. Staff capacity	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: 96 %	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: 2 %. During 2020, six staff members left the agency; out of these, four went on retirement, therefore not falling within the scope of the applicable target. Five of the six staff members who left the agency have since been replaced.	Human resources records
	2.3. Average number of training days per staff member	Minimum of three days	Partially achieved: 1.9 days/staff member, pursuant to the exceptional constraints caused by the COVID-19 pandemic, several planned trainings had to be cancelled/reconsidered due to 'force majeure' and could only be partially replaced by online/remote training.	Human resources records
ACTIVITIES (PROCESS)				
3. Implementation of the EMCDDA monitoring system	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
4. Implementation of the EWS and risk assessment mechanism on NPS	4.1. Formal notifications on NPS and public health-related warnings issued to the EWS network		Achieved: A total of 46 NPS were formally notified to the EU EWS network. Six risk communications (including alerts, briefings and advisories and/or updates of these) were issued to the EU EWS network.	EWS records, the EDND, EMCDDA publications, and EMCDDA website
	4.2. Formal reports (EMCDDA initial reports on NPS, and risk assessment reports) submitted to stakeholders (as appropriate)	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: Three EMCDDA Initial Reports on isotornitazene, MDMA-4en-PINACA and 4F-MDMB-BICA were launched with a request for collection of information, prepared by the EMCDDA and submitted to the European Commission and the Council within the stipulated five-week deadline. Three EMCDDA Risk Assessment Reports on isotornitazene, MDMA-4en-PINACA, and 4F-MDMB-BICA, accompanied by three technical reports, were prepared by the EMCDDA's Scientific Committee and submitted to the European Commission and the Council within the stipulated six-week deadline.	

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
5. Implementation and management of the Reitox grant agreements	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 timeframe)	Partially achieved: Documents were provided one week prior to the meeting. Given the uncertainty around many of the EMCDDA meetings caused by the unexpected lockdown, including the uncertainty regarding the format of the HNFPs meeting, there was a need to adapt the respective preparation, which had a slight impact on the submission of supporting documents.	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
6. Organisational efficiency	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 timeframe)	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 timeframe)	Achieved	Correspondence with stakeholders, EMCDDA Management Board and Scientific Committee extranets, 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. 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	

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
6. Organisational efficiency	6.4. 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
	6.5. Average time of recruitment processes	Maximum of four months from the expiry date of the vacancy notice to the appointment decision	Partially achieved: 5.9 months The planned recruitment processes took longer than expected due to the exceptional constraints caused by the COVID-19 pandemic.	Human resources records
	6.6. Number of accidents at workplace	No accidents	Achieved	Internal records
	6.7. Efficiency in using available facilities, equipment and infrastructure	No increase in utility costs (compared with 2019)	Achieved: A decrease of 10.4 % was achieved in 2020.	Internal records, utility bills
	6.8. 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
	6.9. Efficiency in implementing ICT projects	Deviation between planned and consumed ICT resources (defined as full-time equivalents of ICT staff) for core projects	Not applicable/measurable in 2020 due to the special conditions caused by COVID-19. This KPI was defined for business-as-usual conditions. Between March and December 2020, the EMCDDA worked under special business continuity conditions. As a result, each ICT staff dedicated in average 48.9 % of all effort to Business Continuity activities due to the complete switch to teleworking mode.	Internal records

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
OUTPUT				
7. Work programme delivery	7.1. Degree of implementation of the 2020 work programme	(a) 100 % of the expected outputs/results listed as level 1 priority achieved	Partially achieved: two out of 41 level 1 outputs/results were not fully achieved: 1. the Roadmap 2025, which was scheduled to be adopted by the MB in December 2020, was postponed to June 2021, as it is closely linked to the new Business Model; 2. the preparation of the next European guide on health and social responses.	Internal monitoring system
		(b) 80 % of the expected outputs/results listed as level 2 priority achieved	Partially achieved: 74 % of the level 2 outputs/results (i.e. 97 out of 131) were fully achieved.	
		(c) 50 % of the expected outputs/results listed as level 3 priority achieved	Partially achieved: 43 % of the level 3 outputs/results (i.e. 21 out of 49) were fully achieved.	
8. Efficient implementation of the technical assistance projects with third countries	8.1. Efficient implementation of the IPA7 project	(a) Minimum of 80 % of the project expected results achieved (in line with the commitments expressed by the partner countries)	Partially achieved: Out of the 82 planned results, 49 were achieved (60 %). Some of them were delivered online (e.g. attendance of meetings). All 2020 planned missions to the IPA beneficiaries had to be cancelled.	IPA7 project records, internal reporting
		(b) Minimum of 85 % of the total budget committed	Partially achieved: due to the fact that all travel was cancelled, only 65 % of the budget was committed.	
	8.2. Efficient implementation of the EU4MD project	(a) Minimum of 80 % of the annual milestones achieved	Partially achieved: 46 out of 110 annual milestones were achieved by the end of the year (42 %), 20 partially achieved and 45 cancelled/not achieved (36 of those due to COVID-19). One was not applicable.	EU4MD project records, internal reporting
		(b) Minimum of 70 % of the annual budget committed	Partially achieved: 42 % of the annual budget and 67 % of the total funds available to the EMCDDA were committed by the end of 2020.	
OUTCOME				
9. Uptake of EMCDDA evidence (knowledge) through a number of channels	9.1. Audience reached through the website	Number of unique visitors	Achieved: There were 1 627 122 visits to the website. Compared to last year's figure (1 713 644 visits), this represents a slight decrease of 5 % which may be attributable to a wide range of possible factors, both internal and external.	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	Achieved: 84 institutional meetings, mainly online, 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	Achieved: 30 requests.	Internal records
		(c) Number of requests to visit the EMCDDA received from EU institutions and national authorities from EU Member States fulfilled	Not applicable: All visits were cancelled due to COVID-19, thus no requests received.	Internal records

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
9. Uptake of EMCDDA evidence (knowledge) through a number of channels	9.3. Contribution to major scientific and practice drug events	(a) 100 % of events attended (resource dependent)	Achieved, as applicable: The selected events were cancelled or postponed due to COVID-19 restrictions. Some presentations and contributions were delivered through videoconferences instead.	Events calendar (intranet)
		(b) 75 % of presentations delivered	Achieved, as applicable: The selected were cancelled or postponed due to COVID-19 restrictions. Some presentations and contributions were delivered through videoconferences instead.	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 × the number of scientific articles published in 2020)	Achieved: 29 scientific articles/book chapters with a total impact factor of 82.668 were published.	Internal records
	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))	Achieved: <ul style="list-style-type: none"> Reitox Academies: 56 participants Summer school: 52 participants Trainings with CEPOL: 387 participants Total number of people trained: 495 	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	Achieved: 144 public enquiries were 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	Achieved: the increase in social media following was above 5 % for all channels: <ul style="list-style-type: none"> Twitter: 17 700 followers (+11 %) Facebook: 12 066 followers (+9 %) LinkedIn: 5 825 followers (+39 %) Instagram: 1 300 followers (+73 %) 	Social media monitoring
		(b) An average engagement rate above the industry standard	Achieved	
	9.8 Audience reached through newsletters	(a) At least a 5 % increase in subscribers to email lists	Achieved: 8 % increase.	Internal records
		(b) An average opening and click rate above the industry standard	Achieved: the 11 active subscriber lists have an average opening rate of 35.7 % and an average click rate of 9.6 %. An improvement compared with 2019 (28 % opening rate and 7 % click rate) and well above the industry standard.	
	9.9 Audience reached through videos	(a) At least 5 % increase in subscribers	Achieved: a total increase of 945 subscribers was achieved in 2020, representing an overall increase of 22,5 %.	Internal records
(b) Audience retention rate above 50 %		Achieved: audience retention rate for ESPAD video: 56.4 %		
(c) Increase of 5 % in total video views		Achieved: total views in 2020: 260 733. Overall increase in lifetime views: 29,81 %.		
9.10. Media reached	Number of media requests answered	Achieved: 272 press requests answered.	Internal records	
9.11. Visitors to the EMCDDA	Number of visitors received (by categories: policy, practice, academia, general public)	Achieved as applicable. There were five visitors only. Due to COVID-19, there were no further requests.	Internal records	

KPIs	Performance indicators and metrics	Performance indicator targets/metrics definition	Status	Data source
FIRST-LEVEL IMPACT				
10. Uptake of EMCDDA evidence/knowledge by policymakers	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	Achieved: Commission Delegated Directive (EU) 2020/1687 of 2 September 2020 amending the Annex to Council Framework Decision 2004/757/JHA as regards the inclusion of isotonitazene in the definition of 'drug'. Published in the OJ L 379, 13.11.2020, p. 55–57. The Commission Delegated Directive amending the Annex to Council Framework Decision 2004/757/JHA as regards the inclusion of MDMB-4en-PINACA and 4F-MDMB-BICA in the definition of 'drug' was adopted on 12 March 2021. To be published in the OJ L.	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	Achieved: There are four major pieces of evidence of the uptake of EMCDDA knowledge in the security field by policymakers in 2020. All of these documents draw heavily on the analysis, evidence and recommendations contained in the EU Drug Markets Report 2019: <ul style="list-style-type: none"> ▪ The European Parliament's decision to initiate a 'Preparatory Action' with an investment of 2 million Euro for the development of a tool for monitoring and analysis of drug activity on darknet markets. ▪ The Croatian Presidency discussion paper on the topic of combating drug trafficking, presented at the Law Enforcement Working Party of the Council of the EU's Standing Committee on Internal Security. ▪ The EU Security Union Strategy 2020-25 ▪ The EU Strategy and Action Plan on Drugs 2021-25. 	Internal records, EDMR 2019, CEPOL training records, meetings proceedings
	10.3. EU SOCTA informed by the EMCDDA (including through EDMR 2019)	Defined by needs		
	10.4. Other EU and national policies and legislation, and UN documents, informed by the evidence produced by the EMCDDA	Defined by needs	Achieved, examples include: <ul style="list-style-type: none"> ▪ Ongoing support to the European Commission and the Council with the drafting of EU drug policy documents ▪ Replies to Information requests on legalisation/decriminalization issues to the European Parliament LIBE Committee ▪ Replies to several information requests from national policy makers on a variety of topics (Ireland, Poland, Belgium, Cyprus, Ireland) ▪ IPA7 countries trained on policy evaluation through online EMCDDA workshop ▪ Briefing note for European Commission (DG NEAR) on cannabis laws 	Internal records, correspondence with partners (EC)

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EMCDDA, Praça Europa 1, Cais do Sodré, 1249-289 Lisbon, Portugal

Tel. (351) 211 21 02 00 | info@emcdda.europa.eu |

emcdda.europa.eu | twitter.com/emcdda | facebook.com/emcdda | linkedin.com/company/emcdda |

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