

ANNEX 6

Key performance indicators

Attaining good performance is one of the EMCDDA's strategic goals for 2013–15. In order to measure the achievement of this goal, the agency has committed to improving its performance measurement system by developing, among other things, KPIs for each main area of work.

In line with the approach endorsed by the EMCDDA's Management Board in July 2013, KPIs were developed in two phases. In the first phase, which concerned the 2014 work programme, KPIs were defined for the following areas: Main Area 10 (Governance, management and networks), Main Area 11 (Administration — supporting core business) and Main Area 12 (Information and communications technology).

These KPIs were designed to measure the yearly achievement of the specific objectives set up in the 2013–15 work programme, based on annual targets that were expected to be accomplished by the end of 2014.

The results achieved are presented below. Data were retrieved from the monitoring and evaluation plan, the internal tool developed to support the measurement of KPIs.

The monitoring results show that the EMCDDA had a good performance overall. Out of the 28 annual targets corresponding to the 24 KPIs:

- 12 (43 %) were overachieved
- 10 (36 %) were achieved
- 6 (21 %) were underachieved

In other words, almost 80 % of the targets were either overachieved or achieved. This represents a very good result, especially considering that, for 50 % of the remaining targets, the reason they were not fully achieved was the lack of resources. This situation started few years ago, when, although the EMCDDA's budget had been stable, in real terms the money available for substantive activities had decreased in order to absorb inflation, an increase in rent costs, and so on. This was further amplified by the reduction of some 5 % in the EU subsidy allocated to the EMCDDA in 2014.

In the case of the other three targets that were not achieved or not fully achieved, corrective measures are being taken to improve future performance.

A detailed presentation of the factors that had a major impact on the implementation of the 2014 work programme, and hence on the achievement of KPI 10.2.1 (degree of implementation of the 2014 work programme), is presented in Annex 5 of this report, available at: emcdda.europa.eu/publications/gra/2014

Main Area 10: Governance, management and networks

Specific Objective 10.1. Ensure good governance to provide strategic guidance and direction for the work of the EMCDDA

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 10.1.1. Effectiveness of the Management Board in performing its tasks, as stipulated by the EMCDDA's Founding Regulation (recast) and the applicable rules and procedures	All (100 %) issues addressed and decisions made as required by the EMCDDA's Founding Regulation (recast) and the applicable rules and procedures	Achieved	Minutes of the Management Board meetings	
KPI 10.1.2. Effectiveness of the Director in providing support to the Management Board for performing its tasks	a) 100 % of the supporting documents uploaded onto the Management Board extranet at least two weeks before the Management Board meetings (except for documents related to events occurring within this time frame)	Achieved	Email notifications to the Management Board	
	b) Draft minutes of the Management Board meetings sent to the Chair within a maximum of eight weeks from the close of the meetings	Overachieved	Email correspondence with the Chair of the Management Board	Average time for the meetings whose minutes were sent to the Chair in 2014 (the meetings from December 2013, July 2014 and December 2014): three weeks
KPI 10.1.3. Compliance with procedures to identify and deal with conflicts of interest for the members of the Management Board and of the Scientific Committee	Procedure to identify and deal with conflicts of interest defined and in place	Achieved	Minutes of the Management Board meeting from December 2014 Document EMCDDA/29/14	Policy adopted by Management Board at its meeting of December 2014 (Document EMCDDA/29/14)
KPI 10.1.4. Provision of scientific input/advice (in the form of peer review, formal opinions, input to protocols, projects, products, etc.) by the Scientific Committee, measured as percentage of requests met out of the total number of requests for input/advice sent by the Director and/or the Management Board	70 %	Overachieved (74 %)	Internal monitoring report	The target for this KPI was defined in March 2014, in the context of the preparation of the 2015 work programme, when a similar KPI was set up

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 10.1.5. Effectiveness of the Director in providing support to the Scientific Committee in performing its tasks	a) 100 % of the supporting documents uploaded onto the Scientific Committee extranet at least two weeks before the Scientific Committee meetings (except for documents related to events occurring within this time frame)	Achieved	Scientific Committee extranet Email correspondence with the Scientific Committee members	The documents related to the risk assessment of new psychoactive substances are not considered
	b) Draft minutes of the Scientific Committee meetings sent to the Chair within a maximum of two weeks from the close of the meetings	Overachieved	Email correspondence with the Chair of the Scientific Committee	Average time for the two meetings: 0.6 weeks
KPI 10.1.6. Degree of implementation of the follow-up action plan to the third external evaluation of the EMCDDA, adopted by the Management Board in July 2012	100 %	Achieved	<i>General Report of Activities 2014</i>	A detailed presentation is provided in Annex 9: Follow-up action plan to the third external evaluation

Specific Objective 10.2. Ensure efficient management and leadership to support achievement of results and efficient use of resources

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 10.2.1. Degree of implementation of the 2014 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) fully achieved	Underachieved for L1 (88 % of the expected results fully achieved) and L2 results (78 %); overachieved for L3 results (66 %)	Internal monitoring system	Overall, this is considered as underachieved. It is to be noted, however, that the targets measure only the proportion of the results fully achieved; they do not consider the results that were partially achieved, therefore they do not provide a complete picture of the progress reached in the implementation of the 2014 work programme. As far as the L1 results are concerned, the remaining 12 % were all partially achieved, and work is under way to fulfil them in the framework of the 2015 work programme (see Annex 5 for details)

Specific Objective 10.3. Improve and implement the agency’s strategic planning and programming cycle processes to support timely delivery of results and sound decision-making concerning allocation of resources and actions to be taken to enhance performance

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 10.3.1. Degree of implementation of the performance measurement system	a) KPIs defined for all main areas of work	Achieved	2015 work programme — Annex III: KPIs	
	b) Tool to support planning, performance monitoring and reporting conceptualised and tested	Underachieved	Internal documents: licensing agreement for the use of the Matrix information system with FRA and the service delivery agreement for ABAC data warehouse extraction and transfer with DG BUDGET	The human resources in charge of/assigned to this project had competing priorities and this did not allow the full implementation of the project in 2014. However, some important preparatory work was carried out. This included the selection of the software solution (Matrix 2.0, implemented by FRA), the signing of the licensing agreement for the use of this software with FRA and of the service delivery agreement for ABAC data warehouse extraction and transfer with DG BUDGET. The software code was delivered by FRA and the architecture of the tool is planned to be completed in 2015, followed by the testing phase
KPI 10.3.2. Timely delivery of the documents supporting the strategic planning and programming cycle (three-year work programme, annual work programme, <i>General Report of Activities</i>) (as required by the EMCDDA Founding Regulation (recast))	All documents delivered within deadline	Achieved	Email correspondence with the stakeholders: European Commission; Scientific Committee; Management Board; European Parliament; Council of the EU; European Court of Auditors; IAS	The documents concerned were the draft 2015 work programme and the <i>General Report of Activities 2013</i>

Specific Objective 10.4. Ensure effective internal control and risk management systems

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 10.4.1. Degree of implementation of internal audit recommendations	100 % of the internal audit recommendations ('critical', 'very important' and 'important') implemented within the deadline set out in the follow-up action plan	Underachieved (67 %: four out of six recommendations)	Internal report to monitor implementation of the follow-up action plan	In February 2013 the IAS conducted an audit mission, 'Budgeting and monitoring within the EMCDDA'. Further to this mission, a follow-up action plan was endorsed by the Management Board in December 2013. The action plan includes six recommendations (Rs), out of which three are 'very important' (R1–R3) and three are 'important' (R4–R6). Of these recommendations, three have been implemented and formally closed by the IAS: R1, R3 and R5. R6 has also been implemented, to be closed by IAS. R2, implemented in February 2015, is not yet closed. R4 has been partially implemented
KPI 10.4.2. Number of reservations in the <i>General Report of Activities</i> (Declaration of assurance by the EMCDDA Authorising Officer)	No reservation	Achieved	Internal control system	

Reitox network

Specific Objective 10.5. Ensure that the Reitox network is efficiently managed and structured to meet future needs and requirements

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 10.5.1. Execution rate (commitments) of the grant agreements budget	95 %	Overachieved (98 %)	Reitox Unit records	
KPI 10.5.2. Timely processing of payment requests	85 % of the balance payment requests submitted complete and on time to be successfully checked and paid by 30 June of year <i>N</i> + 1	Overachieved (100 %)	Reitox Unit records	
KPI 10.5.3. Level of satisfaction with the Reitox training activities	90 % satisfaction rate	Underachieved (81 %)	Training evaluation reports	Average score calculated based on the results obtained from six training events (measured by the percentage of participants who tick 'strongly agree' and 'agree' to the following questions included in the event evaluation form: 'I am satisfied with the training'; 'Training met my expectations'; 'I learned new knowledge/skills'; 'The training has met its objectives'; and 'The knowledge/skills acquired will be used in my future'). The results are being used to implement measures to improve the satisfaction rate. Examples of lessons learnt: to define at an early stage clear objectives, as well as the target audience, for the training

Main Area 11: Administration — supporting core business

Specific Objective 11.1. Enhance effectiveness and efficiency in the execution of the budget and in the management and accounting of financial resources

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 11.1.1. Budget execution rate — commitment appropriations (without assigned appropriations)	Minimum 97 % of the total commitment appropriations	Overachieved (99.6 %)	ABAC	
KPI 11.1.2. Budget execution rate — payment appropriations (without assigned appropriations)	Minimum 93 % of the total payment appropriations	Overachieved (94.9 %)	ABAC	

Specific Objective 11.2. Maximise efficiency and effectiveness of HR management at the EMCDDA

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 11.2.1. Occupation rate (implementation of the establishment plan)	94 % of the establishment plan posts (officials — O, temporary agents — TA) filled at the end of the year (in line with resources)	Underachieved (93 %, i.e. 76 posts filled out of 82 authorised in the establishment plan); however, this was in line with the personnel cuts requested by the European Commission, which limited the potential for recruitment	Human resources database EMCDDA establishment plan for 2014	Target: 94 % (77 posts filled out of 82 authorised in the establishment plan)
KPI 11.2.2. Staff turnover	Maximum 4 % of staff leaving EMCDDA during the year, out of the total number of staff (O, TA, contract agents — CA)	Overachieved (1 %, i.e. one staff member out of the 101)	Human resources database	
KPI 11.2.3. Average number of training days per staff member	Three days	Achieved (three days)	Training database	
KPI 11.2.4. Average time of recruitment processes	Maximum four months from the expiry date of the vacancy notice to appointment decision	Overachieved (three months)	Human resources records	

Specific Objective 11.3. Ensure a healthy working environment and further reduce utility costs by optimising the use of the available facilities, equipment and infrastructure

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 11.3.1. Number of accidents in the work place	No accidents	Underachieved (two accidents)	Incident report list	The two accidents were caused by wet floors. Corrective measures have been implemented to prevent accidents of the same nature in the future
KPI 11.3.2. Efficiency in using available facilities, equipment and infrastructure	Reduction of 4 % in utility costs (compared with 2013)	Overachieved (reduction of 5.93)	Billing table	

Main Area 12: Information and communications technology

Specific Objective 12.1. Develop and maintain ICT solutions and tools to support the EMCDDA’s work, while applying best practices and standards of ICT governance, planning and service management

Key performance indicators	Targets 2014	Status	Data source	Comments
KPI 12.1.1. Project management and implementation accountability (compliance with the EMCDDA’s adopted ICT project management standard)	100 %	Achieved	ICT internal reporting 2014 work programme	
KPI 12.1.2. Availability of the IT systems	Office supporting infrastructure availability: system availability greater than 95 %, office hours (maximum of 157 hours accumulated down time over the year)	Overachieved (99.3 %)	ICT Unit monitoring reports	
	Corporate supporting infrastructure availability (websites, web applications, Fonte, databases, email, security): systems run on a 24/7 basis with an overall availability annual target of 99 % minimum availability (maximum of 88 hours of annual accumulated down time)	Overachieved (99.4 %)	ICT Unit monitoring reports	