



Management Board  
17 December 2009  
Stockholm, Sweden

Meeting :	Management Board, Public Session			
Subject :	MB away day: Follow up actions			
Concept:	The EFSA's Management Board 2009 Away Day focussed on the evaluation and assessment of the impact of EFSA. The Objective of this paper is to follow on from the Board's discussions with a proposal for impact indicators			
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## Strategy and Prospective

### Impact Indicators – using appropriate tools for measuring the effectiveness of EFSA

1. During its Away Day EFSA's Management Board focussed on the issue of how to evaluate and assess the impact of EFSA, both from the point of view of EFSA as an organisation as a whole, and of its specific scientific and communications outputs.
2. The Board concluded and recommended that impact assessment tools could provide a basis for improving the information provided by EFSA's performance indicators, assist with evaluating priorities, and eventually provide a clearer overview of EFSA's effectiveness. It was agreed that a paper would be put to the Board at its December meeting outlining in concrete terms how EFSA could take forward its activities on impact assessment.
3. The Objective of this paper is to follow on from the Board's discussions with a proposal for a limited number of impact indicators which will ultimately provide information to assist EFSA evaluate its added value and worth and provide feedback and insight to help EFSA better define priorities and plan and allocate resources in the medium and long term.
4. The Management Board identified that providing impact assessment information could potentially help illustrate, to a number of different targets, EFSA's overall effectiveness. This paper focuses on the Board's views relating to mid term impact assessment, identifying indicators which could be visible and useful for EU institutions, Member States, stakeholders, citizen, tax payers and media to assess EFSA value and overall impact. Impact indicators in the medium term may also lend themselves to the development of qualitative performance indicators.
5. The Board agreed that it would be useful in the midterm to evaluate EFSA's impact on the food law system in the EU, at both the European level and in the Member States, on the institutions at the EU level as well as the Member States, on stakeholders, and on consumer and trading partners' confidence and perceptions. It was also agreed that it would be a useful starting point to look at EFSA's scientific outputs and their use in the development of risk management measures. Also the impact of EFSA's communication activities could be assessed in relation to perceptions of and confidence in EFSA as an organisation and the overall food safety system.
6. It was also agreed that it would be necessary to consider a case study approach to look at EFSA's products: its opinions and other scientific outputs and communications, looking at usability, relevance and timeliness from the perspective of EFSA's stakeholders. It was agreed that it would be revealing to assess why an opinion was not used by risk managers in the EU or in MSs. How EFSA performed in a crisis/urgency and an assessment of the economic impact of the urgency may also be useful tools.

7. The Board also identified that an understanding of the risks and their health impact would be useful in developing EFSA's long term planning and EFSA should develop data and other hard evidence linked to food borne illness, levels of contaminants in foods and other data to assess its priorities on the basis of empirical information. This would be useful to risk managers and could be developed in conjunction with other agencies.

8. Assessing how EFSA's work is referenced, if EFSA's guidance documents, risk assessment methods are used and in which way would give a direct indication of how EFSA is influencing developments in risk assessment both within Europe and internationally. Its ability to build cooperation with Member States and build harmonisation in risk assessment could also be considered.

9. Although not discussed in this document the Board looked at how EFSA would build on the work it does to support the Commission with its activities in the area of Impact Assessment to evaluate the impact of possible policy or regulatory changes, providing where needed, data and other information, as well as EFSA's experience and expertise to the Commission. This work is on-going.

### **Proposal for Impact Indicators**

10. At its Away Day, the Management Board identified that in order to understand EFSA's impact there were three key issues that needed to be addressed. What health outcome, what economic impact and at what cost. In developing this proposal for four indicators EFSA has tried to reflect these key issues.

11. 2010 will provide EFSA with the first opportunity to develop further its impact assessment thinking in concrete terms and it is proposed that EFSA approaches the matter in an experimental manner by initiating work on four indicators which can be reviewed at the beginning in 2011.

12. The Management Board is asked to consider the following impact assessment areas with associated impact indicators

**Indicator 1 - Number and percentage of Opinions and other scientific outputs taken into account in Risk Management actions at EU level**

**Overall Target: 80% of opinions are translated into European level risk management actions**

13. Working with the Commission, EFSA would measure the number of opinions and other scientific outputs that provide the basis for risk management actions. This would take the form of a three year rolling overview undertaken annually and would provide a medium term assessment of the impact of EFSA on EU decision making.

14. This objective is to have insight into the usefulness of EFSA's opinions, their timeliness, quality and value for money.

15. Data requirements:

- Overview of the number of scientific opinions adopted and the timelines as well as number of them influencing proposals for risk management decisions by the European Commission
- Case studies to assess utility to risk managers on selected opinions providing information on cost of an opinion, the use made of it by risk managers at national and European level, the proportion of an opinion translated into risk management decisions (including non-action), an assessment of the opinions that were not used.

16. Timing and Frequency: EFSA and the Commission have laid the foundation for this work and are examining data supplied from the Commission on the use of EFSA's Opinions over the past three years and this will be carried out annually. An additional study is proposed to provide more insight into the utility of opinions. EFSA will address with the Commission the implications and use of the opinions of the Scientific Committee particularly those which could have fundamental relevance to the manner in which the risk assessment process is described in regulations and which may also have an impact on the manner in which risk management actions are developed. Starting in 2010 and undertaken annually.

**Indicators 2 – Level of awareness about EFSA and confidence in the scientific basis for European food law with key target audiences**

**Overall Target: A majority of EFSA's key audiences perceive that EFSA is delivering high quality independent science using state of the art methodologies, data and other information**

17. This indicator would measure EFSA's ability to build confidence in the scientific basis for European food law by assessing the perception of confidence in this basis. Working through a study commissioned by EFSA on target audience perceptions EFSA expects to eventually have empirical information on which conclusions can be drawn.

18. This indicator would provide information which would assist EFSA in framing its communications activities

19. Data Requirements

- Data collected through questions to key targets concerning the awareness, perceptions and understanding of EFSA's activities assessing their views on the relevance and usefulness of and their confidence in its work,
- Euro-barometer study
- Measurement of media coverage, message analysis, coherence.

20. Timing and Frequency: Study already looking at perceptions of target audiences in 2009 to be further elaborated in relation to quantitative data on target audiences and Euro-barometer study in 2010. Providing immediate information for collation and eventual action. This indicator would be usefully monitored on a regular basis every 2-3 years to assess trends.

**Indicator 3 - Performance in a crisis and other cases when an urgent response is required**

**Overall Target:** in 100 % of cases EFSA provides reliable relevant information based on the data available within agreed timeframes to enable risk managers to take corrective action.

**Confidence in the market is maintained**

21. EFSA was established following a spate of food safety crises in the late 1990s. In assessing the *raison d'être* of EFSA in the White Paper on Food Safety<sup>1</sup> its ability to deliver 'sound independent science' and enable risk managers to take corrective actions in a crisis were seen as key issues and EFSA's worth would be realised if it were able to contribute to maintaining confidence in the food supply.

**22. Data requirements:**

- Data relating to the urgent cases dealt with, the reaction time of EFSA in collecting and providing data and other information to the Commission and the Member States, timing of key risk management decisions. Utilise the study conducted in June 2009, assessing how EFSA dealt with recent risks in the food chain requiring a rapid response, and update this information via a review of EFSA's response when urgency arises.
- Data concerning the press interest, data on article in national and international press, public and other interest measured via web visits during and following the urgent matter. Data collected from monitored web metrics and existing media monitoring activities.
- Measure of the economic impact on the market of the food/commodity concerned both internal market and international trade if relevant. Data collected via a short study.

23. Timing and Frequency: Assess data from 2009 study and monitor from 2010 onwards. Assess annually

**Indicator 4 - Reference to and use of EFSA's risk assessment methods, guidance documents and opinions internationally and Member States**

**Overall Target:** Establish baseline and target increase in their use year on year.

24. This indicator will measure EFSA's influence in risk assessment practice and approaches internationally, in third countries and the Member States. It could provide information concerning the utility of the guidance and methodologies developed by EFSA and indicate how EFSA is regarded as a risk assessment reference body. It would enable conclusions to be drawn about EFSA's profile and overall authority primarily in risk assessment and scientific circles but also to risk managers.

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<sup>1</sup> White Paper on Food Safety, COM (1999) 179 Final 12 January 2000

**25. Data requirements**

- Review of references to EFSA's opinions, guidance documents and other outputs in scientific literature, opinions of international bodies, third countries and the Member States. Data collected via citation and database analysis tools, questionnaire to relevant international organisations and Member States.

26. Timing and Frequency: Monitor from 2010 and assess every 2 years.

**Next steps and recommendations to the Management Board**

27. In conclusion, if the Board agrees to the above approach the intention would be to report back to the Board on the progress made at its June 2010 meeting and provide a formal report and overview at the December 2010 meeting. The latter would provide the Board with concrete information on the outcome of the work on Impact Indicators and make recommendations on the basis of the first year's experience on any changes that need to be made.

28. The Board is asked to discuss and agree to the above approach on the introduction as from 2010 of Impact indicators into EFSA's work.