

EXECUTIVE OFFICE

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EXECUTIVE SUMMARY

In 2010 EFSA started a two-year pilot study on impact assessment methodologies and agreed to focus on five key “impact indicators” to assess EFSA contribution to the EU food safety system and its overall added value in the medium term. In the pilot phase, the five above mentioned indicators have been assessed over two different time periods (interim and final stage). These indicators are: Indicator 1: Scientific outputs taken into account by Risk Managers in the EU; Indicator 2: Level of awareness about EFSA and confidence in the scientific basis; Indicator 3: Performance in a crisis; Indicator 4: Reference to and use of EFSA's Risk Assessment methodologies, guidance and opinions internationally; Indicator 5: Use and impact of EFSA's scientific cooperation activities.

The above indicators have been tested for their relevance and have been compiled with cooperation from the relevant units during the two-year pilot phase that is now coming to a conclusion. The final report presents the context of the exercise, updates the findings of the interim report and proposes recommendations on the follow-up.

The exercise has provided both quantitative and qualitative findings. Detailed findings for each indicator have been collected and assessed during the pilot phase and are summarised in the report. Overall, based on the data collected for these indicators, it can be concluded that EFSA has had a positive impact: 1. The sampled EFSA's outputs were fully taken up by the Commission and were considered as useful by risk managers; 2. The level of awareness about EFSA and confidence in the scientific basis is increasing; 3. In time of crisis EFSA provided in 100% of the cases reliable and relevant information based on the data available within agreed timeframes, 4. Reference to EFSA's work is increasing as shown by the evolution in the scientific citations, and 5. EFSA's cooperation activities have increased over time.

The pilot phase has also provided a number of useful indications on how the employed methodology (indicators, calculation methods and data sources) can be streamlined and better integrated in EFSA's planning and monitoring instruments. This applies in particular to two indicators: Indicator 1 and Indicator 5, which have been the most challenging in terms of both complexity and utility of the analysis.

Overall, the exercise on impact indicators presented a number of challenges, but provided also useful information that could support EFSA's efforts to constantly improve and could also be used as a tool to communicate to stakeholders on the results achieved. It is proposed to close the pilot phase while continuing working to improve the ability of EFSA to measure and monitor its added value and its impact. In particular it is proposed to:

- a) Integrate the relevant indicators in the planning and monitoring cycle of EFSA, and in particular in the Multi Annual Work Plan and strategic documents, as indicators of impact are intimately linked with the longer term attainment of EFSA strategic objectives. As such, EFSA will develop a complete and integrated set of indicators to ensure consistency, comparability and provide information to guide the planning and monitoring process of EFSA at the different levels (short, medium and longer term);
- b) Evolve the indicators to ensure that we can better measure impact on health in the EU and on trust among food safety operators, stakeholders and the general public.

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Report on EFSA's Impact Indicators exercise

Background

1. The Management Board (MB) at its March 2010 meeting asked EFSA to conduct a two-year pilot study on impact assessment methodologies and agreed to initially focus on five key "impact indicators" to assess EFSA contribution to the EU food safety system and its overall added value in the medium term.
2. These indicators are:
 - Indicator 1: Scientific outputs taken into account in Risk Managers in the EU
 - Indicator 2: Level of awareness about EFSA and confidence in the scientific basis
 - Indicator 3: Performance in a crisis situation
 - Indicator 4: Reference to and use of EFSA's risk assessment methodologies, guidance and opinions internationally
 - Indicator 5: Use and impact of EFSA's scientific cooperation activities
3. The above indicators have been tested for their relevance and have been compiled with cooperation from the relevant units during the two-year pilot phase that is now coming to a conclusion. Overall, the exercise provided useful insights, but also some challenges, which are summarised in this note.

The evolving context

4. As a preliminary remark, it is important to consider that since the outset of the project in 2010 the performance management system of EFSA has evolved. The following developments are specifically relevant in this context:
 - i. The significant improvements to EFSA performance measurements and in particular the kick off in 2012 of the balanced scorecards project, measuring regularly a complete and integrated set of indicators of EFSA performance under four dimensions: Effectiveness, Quality, Efficiency, Timeliness. Although these indicators are essentially geared to monitor EFSA performance in the short term and steer management actions, some of these indicators (mainly in relation to the dimension of Effectiveness and Quality) and their evolution over time could provide relevant information;
 - ii. The recent results of EFSA external evaluation, which had in the terms of reference the objective, among others, to assess the added value of EFSA;
 - iii. The work to set up a Multi Annual Plan for EFSA, with the objective to plan ahead our activities and allow proper monitoring of EFSA Effectiveness and Efficiency in a multi annual context. In this framework, impact assessment tools can provide information to assist EFSA evaluate its added value and provide insight to help EFSA better define priorities and plan and allocate resources;
 - iv. The progress on implementing a fully integrated Quality Management System (QMS), which is complementary to the impact indicators exercise as far as it measures the degree to which EFSA can meet customers' expectation.

The main challenges of the exercise

5. In the performance management literature, "Impact" is defined as the achieved outcomes plus the wider, longer-term effects of an institution's work. Impact can also be defined as "the difference we make". Impact indicators¹ are used to assess the overall achievements of the institutions against its high level objectives. The purpose of the exercise is therefore to measure the long term impact of EFSA on an ongoing basis.

¹ The exercise on Impact Indicators presents some similarities but differs from the European Commission commonly known as "Impact assessment". While the latter presents evidence for decision-makers on the advantages and disadvantages of new policies by assessing their potential impact (economic, social and environmental consequences), the current exercise aims at measuring and monitoring impact of the organisation on an ongoing basis. See http://ec.europa.eu/governance/impact/index_en.htm.

6. It is worth recalling some of the challenges of the exercise. When the impact indicators project was initially conceived, the Management Board suggested that in order to understand EFSA's impact, two key issues needed to be addressed: a) health outcome and b) economic impact (value for money, which is a “function” of both efficiency and effectiveness).
 - ⇒ Challenges in assessing the health impact: while the exercise was able to link directly EFSA output to the use made of the output by risk managers, including how the output met customers' expectations (this was limited in the pilot exercise to the European Commission) the further step of identifying the impact on food safety and health was not tested in the pilot phase as the final health impact is mediated by - at least – the further step of the decisions made by the risk manager and thus would fall in the mandate of risk managers;
 - ⇒ Challenges in assessing the value for money (cost-benefit) of the output: the exercise showed that while some qualitative indicators of the value for money can be obtained via ad hoc surveys, a proper quantification remains difficult. For example, the case study reported that in some cases the scientific opinion process was too heavy and costly compared with the purpose; likewise, for cooperation activities, the exercise showed that cooperation results in gains for national authorities and for the EU in terms of harmonisation but the costs/benefits could not be quantified.² Indeed, a more quantitative indication would need first an estimation of the added value/benefits of the outputs and second an evaluation of the costs linked to producing that output.
7. These challenges add up to the intrinsic difficulty of elaborating measurable indicators, which are capable of reducing in a meaningful way the inherent complexity of the exercise.³

Main results of the pilot phase and proposed follow-up

8. The exercise conducted during the pilot phase provided useful information in terms of both substance and methodology, as further developed in the report.
9. As to the substance, during the pilot phase EFSA has carried out an extensive work to collect and assess detailed information for each indicator.⁴ This report presents a summary of the main findings.
10. The information collected via the indicators showed that EFSA is effectively fulfilling its overall mandate, providing its stakeholders the support they need and building awareness, trust and reputation for itself and the overall food safety system. Overall, it can be concluded that EFSA has had a positive impact.
11. It is also worth noting that some of the indicators collected in the pilot phase are now regularly measured by EFSA in the context of the balanced scorecards exercise (e.g. on output timeliness, outreach). Other relevant impact indicators, which in this impact assessment exercise were collected via ad hoc work (e.g. for citations) and surveys (e.g. survey on usefulness of outputs, survey on networking, grants and procurement, Eurobarometer, etc.) can be integrated in the newly developed performance management system of EFSA.
12. EFSA's plan is indeed to develop a complete and integrated set of indicators to ensure consistency, comparability and provide information to guide the planning and monitoring process of EFSA at the different levels: operational/strategic, short/medium/long term. This would also address the concerns expressed by the IAS⁵ that there is a limited integration between the various objectives/indicators in EFSA.

² This was confirmed by the external evaluation report by Ernst & Young.

³ The difficulties in measuring Agencies' impact were also reckoned by the network of EU Agencies and in particular within the work of its Performance development network. <http://www.efsa.europa.eu/en/networks/euagencies.htm>

⁴ For each indicator the findings of the interim report (see document: mb 16 06 11 item 5 doc 3 - Progress report on impact indicators) have been updated with the contributions from the relevant units within EFSA.

⁵ See IAS Final Audit Report on Operational Planning and Budgeting in the European Food Safety Authority (November 2011).

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

Key Findings

Substance

13. EFSA has undertaken two main initiatives in relation to this indicator: i) a detailed analysis of the actual use made by the Commission of 100 randomly chosen scientific outputs from a specific period of time, ii) a case study of 12 EFSA Opinions where an external consultant was engaged to look in detail at the usefulness of the opinions, their relevance, timeliness in relation to the overall opinion and its delivery but also looking at the different parts and components of an opinion.
14. For the 100 randomly chosen outputs EFSA looked at adopted opinions in the Register of Questions and compared this with the feedback from the Commission⁶. To make the sample size manageable one hundred opinions were randomly chosen from across all of those adopted during the second half of 2009. The exercise was repeated in 2012 with 100 randomly⁷ selected outputs adopted in the course of 2010.
15. The data from these two exercises illustrate that 100% of opinions and evaluations directly linked to authorisation dossiers were taken up by the Commission services in developing their proposals or taking forward discussions with the Member States. For the opinions and outputs linked to non-dossier related opinions and outputs again there was a 100% uptake. Although in fact some guidance and data collection activities were included in the sample, which were not at first glance directly related to a Commission activity, it was possible to trace how these had been used in an opinion and how this opinion had subsequently been taken up by the Commission. It was therefore possible to consider the impact of an opinions preparatory work and ultimately its impact on the overall risk analysis process. For the statistics elaborated in 2012 on the basis of the outputs adopted in 2010, it is interesting to note that out of the random sample, in one fourth of the cases EFSA opinions were already translated into European legislation.
16. In relation to the case study, the exercise showed that all the opinions analysed assisted the risk management process and have been taken into consideration by risk managers. Overall usefulness is a key determinant of perceived value for money from the risk managers' perspective. However, in some cases it was perceived that the scientific opinion process appeared too heavy for the task at hand or was disproportionate to the information needs and a more streamlined and simplified method of operating would be more "fit for the purpose".

Methodology

17. In relation to the assessment of the use made by the Commission of EFSA scientific output, the result of the 100 sample did not prove very useful in so far as the pilot exercise confirmed almost automatically that all EFSA's outputs delivered in reply to a mandate coming from the Commission are followed-up (either in terms of regulatory action, or to inform the political debate, or just as evidence that no action was needed) by the risk manager.
18. As to the case study, the exercise was informative as it provided insights on the evolving needs but required significant coordination on behalf of both the Commission and EFSA. However, the exercise produced only partial results in so far as only the European Commission (EFSA main "direct customer") was addressed, and not other key stakeholders (such as member States, the EU Parliament, the industry and consumers organisation).
19. Also, the pilot exercise was originally designed to measure the "outcome" of EFSA work in terms of up-take by risk managers. EFSA could further explore tools to assess the impact of its scientific work on the safety of the EU food system and thus get a more complete measure of the value of EFSA's activity.

Proposed follow up

20. This indicator needs to be further developed in order to be more logically integrated within EFSA's Planning and Monitoring context, which includes the dimensions of performance, customer satisfaction and impact.

⁶ This represents the continuation of a feedback mechanism long discussed with DG SANCO that was originally intended to inform the Panels about the ultimate outcome of the authorization dossiers they process, but which has now been extended to all the opinions.

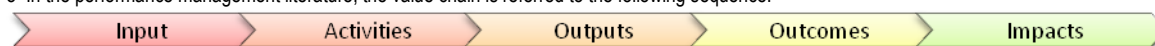
⁷ One hundred opinions were randomly selected from all adopted opinions : a) in the last 6 months of 2009 for the exercise conducted in 2011 and b) in the course of 2010 for the exercise conducted in 2012. The sample was stratified to reflect opinions adopted by the different EFSA Panels.

21. In relation to the assessment of the use made of EFSA scientific outputs, it is proposed - given the limited indications of the sampling exercise, which resulted almost automatically in 100% uptake by the Commission - to streamline this activity and complement the assessment with a broader consideration of stakeholder feedback. In particular, in relation to stakeholders' satisfaction with EFSA's risk assessment work and processes, it is proposed that EFSA addresses not only the Commission (EFSA main "direct customer"), but also other key stakeholders (such as the industry and consumers organisations). EFSA could build on the experience of its Quality exercise and in particular the work of the External Review Working Group to develop specific criteria for that purpose. In developing stakeholders' satisfaction activity, EFSA will need to study customers' needs and their expectations, with the close involvement of its stakeholders. The focus of the activity should be to establish "fitness for purpose".
22. Use should also be made of indicators already measured by EFSA within the balanced scorecards, e.g. the timely delivery of outputs and % delivery of the work programme.
23. The timing for this analysis could be annual and could be integrated in the existing planning and monitoring tools (AMP/BSC). Long term targets could also be included in a multi annual context (MAP).
24. Furthermore, while the pilot exercise was originally designed to measure the "outcome" of EFSA work in terms of uptake by risk managers (i.e. the customer satisfaction), EFSA could further explore tools to assess the true impact of its scientific work on the safety of the EU food system and thus get a more complete measure of the value of EFSA's activity.⁸
25. In particular, the impact analysis should be developed in a more focussed manner. It is therefore proposed to evolve towards a mechanism that allows measuring the overall impact on health. Measurable indicators should be developed, to assess, e.g. i) presence of pathogens in the food chain, ii) exposure to chemical contaminants, iii) evolution of nr. of outbreaks.
26. The timing for this analysis should be multi-annual, linked to indicators and targets established in the MAP.

Overview of proposed follow-up

Indicator 1	Data requirement/source	Timing /frequency
Various performance indicators on Effectiveness, Timeliness etc.	Indicators already collected in the Balanced Score Cards and for the Annual Management Plan.	Monthly
Outcome of EFSA work on Europe's legislative processes and customers satisfaction (also stakeholders) with EFSA's outputs and processes	Feed-back mechanism to be streamlined, customers satisfaction to be collected, e.g. via the stakeholders' platform	Annual
Impact of EFSA work on health (for selected areas)	To be further developed for selected areas by EFSA in cooperation with EC and EFSA stakeholders in the course of 2013	Multiannual

⁸ In the performance management literature, the value chain is referred to the following sequence:



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

Key Findings

Substance

27. The data collected and analysed thus far provide an indication of the level of awareness about EFSA and confidence in the scientific basis for European food law amongst consumers.
28. According to the Eurobarometer report on perceptions of food-related risk in 2010, EU citizens have a high level of trust in scientists (73%) and national and European food safety agencies (64%) as sources of information on food risks. There is also broad agreement that public authorities do a lot to ensure that food is safe in Europe, that they are quick to act, base their decisions on scientific evidence and do a good job in informing people about food-related risks. Encouragingly, the level of agreement in the 2010 Eurobarometer report is higher than that in a similar survey carried out in 2005. A qualitative research study with EFSA's stakeholders on the image of the Authority highlighted the fact that its stakeholders would not want to return to the pre-EFSA food safety system.
29. Annual media coverage analysis identifies key themes in which EFSA is mentioned and tracks the extent to which EFSA's communications and scientific outputs have influenced coverage, both in terms of content and volume. For example, in 2011, media coverage rose by nearly 13%, showing significant peaks in June and July when EFSA, working closely with national authorities and ECDC, was providing urgent scientific advice and technical assistance to support the Commission and German and French authorities during the E.coli outbreaks (1,153 articles alone in July, accounting for 57% of total coverage for the month).
30. The 2011 annual media analysis also provided valuable insights into the impact on coverage following the launch of EFSA's thematic approach, beginning with zoonoses. The analysis showed a spike in the EFSA share of voice on zoonoses in media coverage, up to 9% from 4% in 2010. If E.coli is included in the calculation, the share of voice rose to 27%. The measure of impact was supported by an analysis of page views of the zoonoses topic on EFSA's website which doubled to nearly 2,500 in 2011 from the year before.
31. Annual and monthly analyses also include quantitative data on favourability. In 2011, around 4% of total coverage was negative. While the overall negative figure remained low, criticism focused mainly on EFSA's alleged lack of independence with negative coverage in mainstream, and sometimes influential, media, which required proactive actions in an attempt to redress the balance.
32. Monthly analysis of key message penetration in EFSA-related media coverage also provides useful pointers as to whether those messages were convincing enough to be picked up by the media. The target is to see one of two selected key messages in 90% of articles monitored and both key messages in at least 60 percent of articles monitored.
33. Monitoring of Twitter traffic and other social media provides a useful additional overview of trends in public interest, provides insights as to how information is passed on between key influencers and can represent an 'early radar' to indicate growing trends in the perception of EFSA and EFSA's work. The launch of EFSA's Twitter account in 2012 has seen good feedback, both through a noticeable number of re-tweets and a rising number of followers – up to 1,167 by mid July.

Methodology

34. EFSA has already a well established set of indicators to assess consumers' confidence and the level of awareness about EFSA. The above information is complemented by ad hoc surveys and the results of the Eurobarometer report to monitor the evolution of public opinion and trust in the EU food safety system.

Proposed follow up

35. First, it is worth noting that a number of relevant indicators, such as outreach (including nr of visits, download etc, quotation in the press, key message penetration) and data on favourability in the media are now regularly collected and monitored by EFSA.

36. On a multi annual perspective, it is proposed that such indicators are analysed in their evolution and enriched with the information collected from e.g. Eurobarometer, which indeed can provide indications on EFSA's impact on "trust" in the EU food safety system, as well as other relevant reports (e.g. the Media analysis annual report) and ad hoc surveys.

Overview of proposed follow-up

Indicator 2	Data requirement/source	Timing /frequency
Level of Awareness about EFSA and confidence in the scientific basis	-Media monitoring	Regularly/Annual
EFSA's impact on trust in the EU food safety system	-Eurobarometer -Other ad hoc surveys	Multiannual

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

Key Findings

Substance

37. This Indicator looks at how EFSA reacted when an urgent food or feed safety arose where EFSA had to provide scientific support to risk managers, by looking at reaction time in collecting and providing data and other information to the Commission and the Member States, and EFSA's contribution to supporting key risk management decisions. During the pilot phase, information was collected in particular on timeliness, relevance for Risk Managers and media and stakeholder interest. In particular, data concerning the press interest in national and international press, public and other interest measured via web visits during and following the urgent matter particularly relating to EFSA's activities was also assessed.
38. During the period January 2010 to June 2012, EFSA addressed four requests for urgent assistance relating to; chlormequat in table grapes; possible risks for public and animal health from the contamination of the feed and food chain due to possible ash-fall following the eruption of the Eyjafjallajökull volcano in Iceland; Shiga toxin-producing *Escherichia coli* (STEC) in sprouted seeds; and epidemiological scenarios and data needs for Schmallenberg Virus (SBV).
39. The detailed results of the exercise, with analysis for each crisis of a) respect of deadlines, b) relevance for risk managers and c) Communication have been collected and analysed during the pilot phase.
40. Overall, in all four urgent responses addressed during this period, reports were sent to the requestor within the delay requested, despite the often very short timelines. The output was used by the risk manager to either confirm that no action was necessary (chlormequat, volcanic ash) or as a basis for initiating other actions (STEC, SBV). Dedicated communications outputs were issued to accompany all four cases, distilling EFSA's scientific advice and (where appropriate) carrying public health messages for its target audiences, including consumers, industry and the risk assessment and management community in Europe.

Methodology

41. The work carried out during the pilot phase allowed to monitor the performance of EFSA in a crisis context. This in turn provides an indication of impact, which becomes evident when assessing the communication follow-up.

Proposed follow-up

42. It is crucial for EFSA to provide reliable relevant information in a timely way in a crisis context. During the pilot phase, information was collected on EFSA timeliness, on the relevance for Risk Managers and on the media and stakeholder interest on the basis of specific media monitoring searches (e.g. measuring web visits during and following the urgent matter), which are set up to monitor the impact of the Authority's work.

43. It is proposed that the EFSA continues monitoring its responsiveness to crisis and providing indicators on timeliness of reaction, relevance for risk managers and the communication follow-up, possibly enriched with additional information on impact. The result of this exercise can be incorporated both in the Annual Management Plan and in a Multi Annual context.

Overview of proposed follow-up

Indicator 3	Data requirement/source	Timing /frequency
Timeliness of reaction, relevance for Risk Managers and communication follow-up during crisis	Input from EFSA Scientific Units and Communication <i>enriched with additional information on impact</i>	Ad hoc/Annual

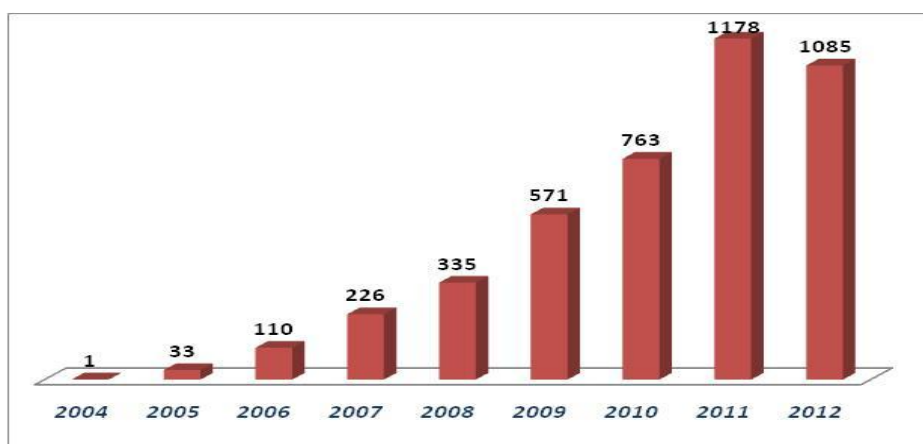
Indicator 4- Reference to and use of EFSA's risk assessment methods, guidance and opinions internationally

Key findings

Substance

69. For this indicator EFSA collected the evolution in numbers of citations. EFSA focused on citation analysis using existing electronic tools. These included *ISI Web of Science* database published by *Thomson Reuters Scientific*. This database is used by the European Commission – DG Research - to edit the annual European Report on Science & Technology Indicators. Citation is the practice by which an author, year, title, publication of a source are acknowledged or cited, referenced and used in a published work. The citation can be considered as a measure of the usage and impact of the cited work.
70. EFSA conducted a study on citations of EFSA outputs published in the period 2003-2012 (up to the 15th of August 2012). The search led to 2,362 references (EFSA scientific work – mainly Opinions and Reports - cited by scientific papers) from e-journals indexed by Thomson Reuters Scientific. The number of citing articles (scientific papers published in the most important international scientific journals quoting EFSA scientific work) is 4,302.
71. The data generated and elaborated with the current available e-databases at EFSA, represent a relatively accurate and useful quantitative citation analysis. It shows, as indicated in Figure 1, that the trend of EFSA outputs citations over the years 2003-2012 has increased among key relevant scientific journals.

Figure 1: Citing articles of EFSA scientific work (August 2012)



Methodology

72. The data generated and elaborated with the current available e-databases at EFSA, represent a relatively accurate and useful quantitative indicator.

Proposed follow-up

73. This indicator (essentially reflecting the evolution in number of citations) proved relevant for the purpose and could be compiled and monitored on an annual/multi annual basis. One could possibly improve year on year comparability by weighting for the increasing output and benchmarking with data from other similar institutions.

Overview of proposed follow-up

Indicator 4	Data requirement/source	Timing /frequency
Reference to and use of EFSA's risk assessment methods, guidance and opinions	Nr. of citations in scientific literature (to be further refined)	Annual

Indicator 5: Use and impact of scientific cooperation activities between EFSA and the Member States**Key findings***Substance*

74. This indicator has been designed to focus on the impact of EFSA's scientific cooperation activities with the Member States on the work and outputs of EFSA and also those of the Member States. It should provide information concerning the scope, direction, focus and utility of the cooperation activities, which in turn can provide indication of the degree of mutual trust among the various food safety agencies and organisations.
75. To provide information concerning this Indicator, EFSA has considered both qualitative and quantitative data. In particular data and information it has on the EFSA Expert Database and its development, Scientific Cooperation activities, Information Exchange Platform and the Focal Points.
76. Overall, the data compiled during the exercise confirm that EFSA's cooperation activities have increased over time:
- The Expert Database, which gathers data on external scientific experts interested in supporting EFSA and Member States in risk assessment activities, currently held information of almost 3300 experts from 68 countries;
 - Over 1028 documents have been uploaded by Member States on to the Information Exchange Platform, which was established in 2008 to bring together documents on risk assessment activities produced by national risk assessment bodies;
 - Focal Points continued to collect and share information amongst themselves and with EFSA on a variety of issues on risk assessment. A total of 144 requests for assistance and input have been sent to Focal Points in 2011;
 - Since 2007 the total amount of funds spent for cooperation projects (grants and procurement) to support EFSA in its scientific tasks has more than doubled to around € 9 million in 2012.
77. Also, in 2009 EFSA carried out an assessment of the efficiency and effectiveness of the grants and procurement schemes, based on a survey of partner organisations and on statistics available in EFSA. The related report indicated that the grant and procurement schemes are complementary and have been effective in achieving the objectives by: supporting EFSA's scientific work and fostering the networking amongst the Member State competent organisations. Furthermore, the results of the self assessment of EFSA networking activity will also be made available in December 2012.

Methodology

In the framework of the impact assessment exercise, what was collected mainly measured the extent of cooperation and number of actions taken. However, it provides limited indications on the added value of cooperation.

Proposed follow-up

78. The added value of EFSA's scientific cooperation is to be found in the capacity to provide support to EFSA opinions, i.e. pan-European opinions that harmonize potentially different or diverging scientific positions. This in turn results in added value for the EU but also for national food safety authorities that could benefit from EFSA's activities in terms of resource savings.
79. The extent of cooperation activities and their evolution over time are currently collected and monitored by EFSA. This is critical as expenditure on cooperation is a growing percentage of EFSA's overall budget, but data on the benefits – resulting from building expertise, data collection, methodologies and work sharing – are difficult to compile.
80. It is also important that EFSA assesses the development of its data-bases to support risk assessment activities. To measure the impact of data collection, harmonisation and dissemination activities, it is proposed that ad hoc indicators are developed, such as the number of EFSA risk assessment outputs drawing on data from the databases/data warehouse, the number of times access or data is requested by a national risk assessment authority, etc.
81. As to consensus building, the impact of EFSA is to be found in the capacity to provide pan-European opinions that harmonize potentially different or diverging scientific positions. This in turn results in added value for the EU but also for national food safety authorities that could benefit from EFSA's activities in terms also of resource savings. Further work is needed to define suitable indicators: these could refer to for example, the number of Common EU positions in line with EFSA's own statements presented by the EU at International bodies (CODEX, WHO JECFA⁹ etc); the links on MS risk assessment activities/websites to EFSA outputs/ website, etc.

Overview of proposed follow-up

Indicator 5	Data requirement/source	Timing /frequency
Indicators collected to measure extent of cooperation activities	Indicators already collected in the Balanced Scorecards (monitoring the execution of grants and procurements projects at all stages) and other reports.	Regularly/Annual
<i>Indicators of impact of data collection, harmonisation and dissemination activities</i>	<i>To be further developed</i>	<i>Annual/Multiannual</i>
<i>Indicators of impact of EFSA's work on "consensus building"</i>	<i>To be further developed</i>	<i>Annual/Multiannual</i>

Conclusion

82. Overall, the exercise on impact indicators presented a number of challenges, but provided also useful information that could support EFSA's efforts to constantly improve and could also be used as a tool to communicate to stakeholders on the results achieved.
83. It is proposed to close the pilot phase while continuing working to improve the ability of EFSA to measure and monitor its added value and its impact. In particular it is proposed to:
- a) Integrate the relevant indicators in the planning and monitoring cycle of EFSA, and in particular in the Multi Annual Work Plan and strategic documents, as indicators of impact are intimately linked with the longer term attainment of EFSA strategic objectives. As such, EFSA will develop a complete and integrated set of indicators to ensure consistency, comparability and provide information to guide the planning and monitoring process of EFSA at the different levels (short, medium and long term).
 - b) Evolve the indicators to ensure that we can better measure impact on health in the EU and on trust among food safety operators, stakeholders and the general public.
84. The Board is kindly requested to take note of the findings of the pilot phase and agree on the proposed follow-up.

⁹ Recent examples show that EFSA took the leadership over JECFA on specific issues like flavourings. See Report of the 2012 External Evaluation of EFSA, page 125.