

DEVELOPING OBJECTIVES AND INDICATORS

The network of MANCP national experts have produced this non-binding reference document based on agreed good practices to provide guidance on how to develop objectives and indicators for the performance of official control systems and to contribute to the effective implementation of the provisions of Regulation (EC) No 882/2004.

The Multi Annual National Control Plan (MANCP) Network

The MANCP network is a network of officials from national competent authorities, who have a coordinating role in the preparation and reporting on the Multi Annual National Control Plan (MANCP), provided for by articles 41 to 44 of Regulation (EC) No 882/2004¹. The network meets regularly, under the chairmanship of, and facilitated by, the FVO to exchange experiences on preparation, implementing and reporting on national MANCPs. During the course of these exchanges, discussions, workshops, etc., good principles and practices are identified and agreed by the network.

To enable dissemination of information the network, working in plenary session and through sub-groups, facilitated by the FVO, consolidates agreed principles and good practices on specific topics into documents. These documents may be used as reference documents, however, they do not constitute an audit standard and are not legally binding.

DEVELOPING OBJECTIVES AND INDICATORS FOR THE PERFORMANCE OF OFFICIAL CONTROL SYSTEMS

1 Background

Regulation (EC) 882/2004 requires the Member States (MS) to provide MANCPs – with strategic objectives – to ensure the effective implementation of Article 17(2) of Regulation (EC) 178/2002 and to report annually on the execution of those plans. Commission Decision 2007/363/EC provides further guidance on the MANCP: "Member States should develop appropriate objectives and strategies [...] to enforce Community law [...] and these objectives and strategies should form the basis of and be briefly set out in a MANCP". Commission Decision 2008/654/EC provides for additional guidance on the purpose of annual reports, which is: "[...] to outline progress on the implementation of the national control plan and make an assessment of the effectiveness of the control arrangements and the control systems [...]". Section 9.1 of the same guidance advises: "A brief description of relevant performance indicators and/or operational targets applied should be included here [...]".

The reference document "Auditing effectiveness of official control systems", which was approved in February 2014 by the National Audit Systems Network, includes a chapter with the principles to audit effectiveness in official controls, related to the audit body and to the competent authority. The chapter states that "In auditing the effectiveness, objectives of the competent authorities control system and objectives of the EU legislation are the main criteria" and that "To monitor/ensure progress towards an objective, some indicators are needed".

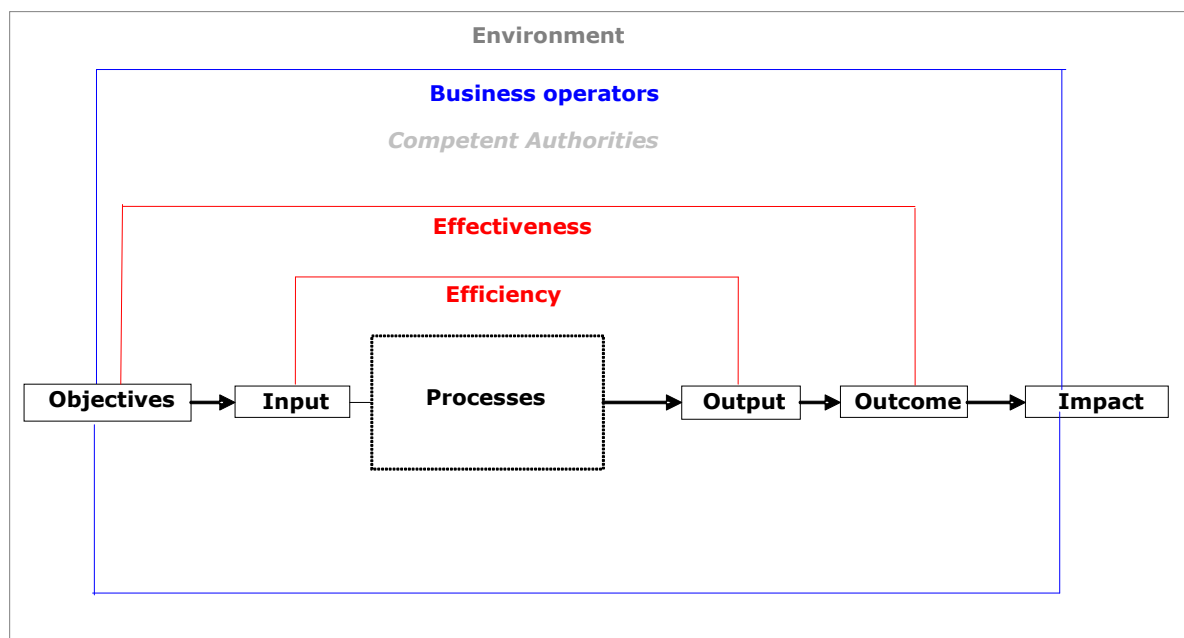
This reference document defines "**effectiveness**" as "The extent to which official controls produce an (intended) effect/achieve an objective. In this particular context, the objectives are those of Regulation (EC) No 882/2004. Effectiveness is not to be confused with efficiency, which is normally

¹ OJ L 191, 28.5.2004

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used when we want to refer to input-output ratio i.e. cost and/or resources required to produce an output”.

Diagram 1 below illustrates the logic model applied to official control systems².



The underlying principle behind these requirements and guidelines is that we cannot manage our control systems without setting clear objectives and monitoring progress towards those objectives. Monitoring progress is not feasible without tools for measuring outcomes and impacts. This logic follows from widely accepted management principles, which apply equally to public and private sectors. Measurement is not just an option – it is essential if we want to demonstrate effectiveness of official controls to our stakeholders.

The Overview Report of a series of FVO fact-finding missions and audits carried out in 2012 and 2013 in order to evaluate the systems put in place to give effect to Article 8(3) of Regulation (EC) No 882/2004³ clarifies the different requirements for audit of official control systems (Article 4(6)) and verification of the effectiveness of official controls (Article 8(3)(a)):

- **Audit** is an **occasional** evaluation of the system (or possibly part of it) by an independent party. Article 4(6) audits may contribute to the verification of effectiveness of official controls required by Article 8(3)(a) but, alone, are generally not sufficient for that purpose.
- **Verification of effectiveness** is an **on-going** assessment of specific activities/procedures (which can include on-the-spot components) with a focus on effectiveness. Verification of effectiveness (Article 8(3)(a)) is the responsibility of the line management of the CA (i.e. it does not require a separate, structure functionally independent from that carrying out the controls).

² The legend of this diagram is in Annex I.

³ http://ec.europa.eu/food/fvo/overview_reports/details.cfm?rep_id=69

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Experience has shown that setting strategic objectives for MANCPs and designing relevant meaningful indicators is a challenge and the approaches of different MS vary substantially in this respect. The conclusions of the overview report mentioned above also confirmed it.

Experience has also shown that various food related crises are testing consumer confidence in our control systems on a regular basis. The current financial crisis is adding another dimension to this as we are facing mounting pressure to do more with less and in a more intelligent way. Also international organisations like FAO and Codex Alimentarius are addressing the needs for guidelines and are developing performance measures in the food safety domain.

2 Aim

The aim of this document is to contribute towards a more harmonised approach in developing objectives and indicators. This document – and the process of producing it – also serves the purpose of sharing knowledge, ideas and experience between MS experts. It should be read in conjunction with the earlier reference document “Auditing effectiveness of official control systems” and is not intended to establish a system for benchmarking or for the comparison of performance and/or effectiveness across MS.

3 Scope

The scope of this document is the development of strategic and operational objectives and indicators to monitor the performance of official control system(s) in the context of implementing Regulation (EC) No 882/2004 and in developing and reporting on the implementation of the MANCP as required by Articles 41 to 44.

High-level objectives are already expressed in policies and/or legislation and serve as a framework or guide for this strategic and operational planning.

In particular, this document provides guidance and principles that are easy to apply by any MS/Competent Authority (CA) on how to:

- Develop meaningful strategic objectives for control activities.
- Choose indicators which give in a simple way a good insight into the functioning and performance of the control system;

With a view to:

- Promoting MANCPs and annual reports that are focused on outcomes and impact.
- Supporting the MS and CAs in setting up a system of indicators for the management system to verify the effectiveness of official controls at national level.

4 Developing objectives and indicators

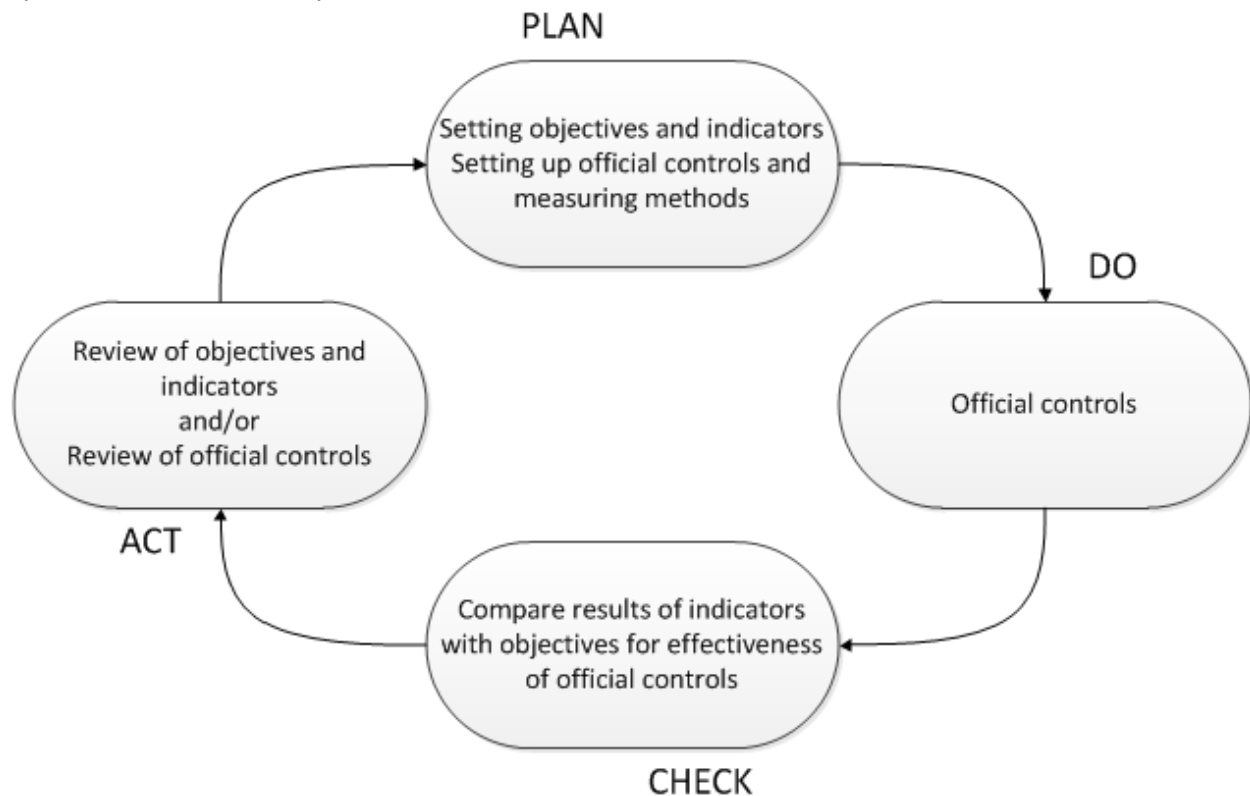
4.1 Link with PDCA cycle

The first step to follow in the management of official control systems in the frame of the continuous improvement and Plan-Do-Check-Act (PDCA) cycle is to set the objectives and indicators and to define the techniques of control that must be used for its implementation (PLAN). After official

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controls have been carried out according to these objectives (DO) the next step is to check the level of achievement of the objectives, for which the indicators are used (CHECK). Depending on the results of the previous step, review of objectives, indicators and/or process can take place (ACT).

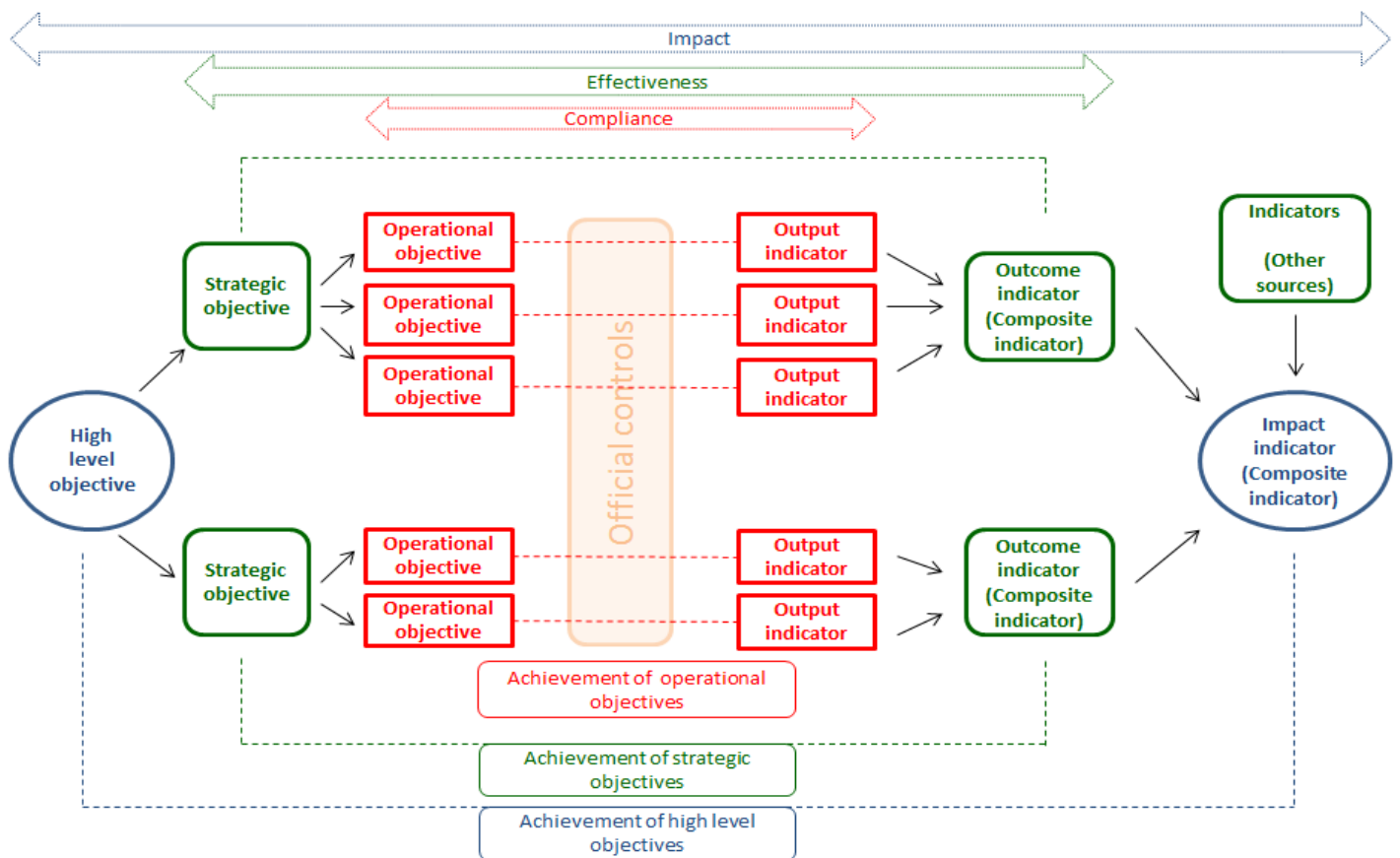
Diagram 2 shows how the objectives and indicators are needed to assess the effectiveness of the system within the PDCA cycle:



How to evaluate if the objective(s) has(have) been achieved? Properly derived indicators can provide an answer. Appropriate systems/methods must be in place in order to gather relevant indicator data and allow for its analysis.

Diagram 3 shows the logic model applied to official control systems including objectives and indicators.

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4.2 Objectives

In general an objective sets out what is intended to be achieved/accomplished/attained. It is the intended effect of an activity. The objectives are structured hierarchically, and depending on the structure of the organization and distribution of competences, they may have different levels (at least two in the MANCPS - 1st level Objectives > 2nd level Objectives > ... > n Level Objectives).

High-level objectives are usually expressed in legislation and/or policies in the form of broad statements of the organisations' vision, goals or missions.

Strategic objective is a long-term objective, setting out what an official control system and its priorities intend to achieve. Strategic objectives usually relate to outcomes and impacts.

Operational objective is a more specific, shorter-term objective that indicates what a CA is actually expected to achieve. They are either derived from strategic objectives that are broken down by CA or in some instances prescribed by legislation. Achievement of these objectives is usually under the direct control of those managing the control activities and can be verified directly.

Purpose and use of objectives

The purpose of objectives is to clarify for those involved what they are expected to achieve and thus they can take the necessary actions to obtain the desired outcome.

Objectives are used:

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- To give direction to the organisation on management of activities and assist the appropriate allocation of resources.
- As a management tool to create an effective official control system.
- By a department, division, unit of the organisation to channel individual activities and efforts towards the intended direction.

Characteristics/features/criteria for good objectives

Objectives should be SMART⁴. However, strategic objectives may not fulfil all the SMART criteria to the same degree as operational objectives. For example, they may be less specific than operational objectives.

S	Specific	What exactly are you going to do and for whom? • Well defined and clear for everyone involved.
M	Measurable	Is it quantifiable and can you measure it? • They should be capable of being verified in qualitative and/or quantitative terms in order to allow indicators to be established. • If the objective is not measurable then it is not possible to know if it is attainable, how far its completion is or when it has been achieved.
A	Attainable	Do you have the necessary conditions to do it in the proposed time frame? • The objectives that you set should be in line with the organisation's competencies and legal powers. • Attainable objectives should take into account the available resources and the time available to meet them.
R	Relevant	Will achieving the objective have the intended effect? • Objectives should add useful value within the context where they are being set. • There is a meaningful relationship between the objective and the intended effect.
T	Time-bound	By when do you want to achieve your objective? • Descriptions of objectives should also include timescales of what is required by when. • Giving a timescale adds appropriate sense of urgency and ensures that the objectives do not last for an unreasonably long timescale.

Practical examples of objectives are presented in Annex II.

⁴ Adapted from Doran, George T. "There's a S.M.A.R.T. way to write management's goals and objectives." Management Review, Nov 1981, Volume 70 Issue 11

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4.3 Indicators

Indicator: Is a tool that uses one or more measures to assess to what extent objectives are being met. Indicators may be suitable for measuring actual achievements as compared to the decided objectives (by using targets) and/or for analysis to identify trends or patterns.

Output Indicators: Indicators which measure the quantity/quality of what has been produced, e.g. the number of official controls carried out in a specific sector during a specific period.

Outcome Indicators: Indicators which measure how the outputs produced lead to the desired change in behaviour or situation, e.g. improvement of compliance by food business operators.

Impact Indicators: Indicators which measure how the outcomes affect the high-level objectives (the big picture issues, problems, challenges *i.e.* did you manage to change the world?).

Composite indicators: Indicators which are formed by combining single indicators and are used when an objective cannot be measured directly. Single indicators have to be linked to the objective which is measured by the composite indicator and should be weighted according to their importance and contribution to the achievement of that objective (for example see Annex II - Part A.2).

Purpose and use of indicators

The purpose of indicators is to measure the performance of the official control system in order to provide good insight into the effectiveness of the control activities.

Indicators should be an integral part of an official control system to allow a systematic and consistent approach to monitor and demonstrate progress towards achieving objectives.

Indicators are used to:

- Provide information about the achievement of objectives of an official control system.
- Verify the effectiveness related to outcome and impact of food, feed, veterinary and phytosanitary controls.
- Monitor trends/patterns for the continuous improvement of the effectiveness of an official control system.
- Communicate to stakeholders the information related to the achievement of objectives to demonstrate relevance and effectiveness of the CAs' work.
- Provide input to the annual report and to the review and update of the MANCP.
- Assist internal or external auditors in their evaluations.

Characteristics/features/criteria for good indicators

Indicators provide for the M of SMART. Indicators should be RACER⁵.

⁵ Adapted from the European Commission. 2005. Impact Assessment Guidelines. SEC2005 (791), European Commission, Brussels.

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R	Relevant	Are the indicators used closely linked to the objectives to be reached? • Linked to the objectives (e.g. strategic, operational, policy or any other standards). • Should reflect whether the controls achieved the objectives i.e. effectiveness and impact of official controls – for this we need outcome and impact indicators. • Is meaningful from an organisational objectives perspective, i.e. is able to drive the performance of the organisation forward.
A	Accepted	Are the indicators accepted by all CAs? • The indicators that you set should be understood and agreed by the CAs involved in the official controls.
C	Credible	Are the indicators credible? • Unambiguous, easy to interpret and transparent. • The indicator consistently produces the same result, based on reliable data.
E	Easy to monitor	Are the indicators easy to monitor? • Based on easily obtainable, high-quality and unbiased data, providing a user friendly management tool. • Indicators that are difficult or too expensive to monitor should be avoided where possible.
R	Robust	Will the indicators continue to be to be usable and are they not subject to misunderstandings/ manipulation? • Robust indicator is capable of performing under a wide range of conditions, i.e. is not sensitive to changes in the broader environment of the data/indicators. • Specific indicator is affected by the underlying processes to be measured, but not affected by other processes. • Sensitive indicator follows closely any changes in the underlying process to be measured. • Unambiguous indicator is not open to more than one interpretation. • Should be resistant to manipulation by those who are being measured i.e. should not produce un-intended effects.

An indicator should be accompanied by:

- **A definition.** The definition should describe which element or characteristic will be measured (without expressing how it should evolve) and accompanied with a brief description of the relevance of the indicator to a specific objective or objectives. In a composite indicator, the **weighting** given to the single indicators should be provided.
- An indication of the **data source**. The data source is important for transparency reasons. Indicators trace back to clearly indicated reliable internal or external sources of information.

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- A **baseline**, which refers to the initial situation against which the indicators will be measured. When an indicator is set, it is important that the baseline is known at the outset to be able to monitor if and to which extent the target is achieved. Furthermore, a clear understanding of the baseline provides the basis for setting realistic targets.
- A **target**, which relates to the ultimate desired change in behaviour or situation. Targets should be timed, i.e. the **date** in future when they are expected to be met should be provided.
- **Milestones**, which refer to intermediate situations and should be expressed in terms which are comparable to the baseline and the target. Milestones should be established for long-term targets in order to help monitor progress towards achievement of the objective.

Practical examples of indicators are presented in Annex II.1 to II.5.

Types of indicators

There are many classification schemes for indicators such as the ones listed below, however other types/groupings could be relevant as well.

- Direct.
- Indirect.
- Qualitative.
- Quantitative.
- Comparative assessment.
- Process (compliance with planned arrangements).
- Trend.

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Annex I

Legend for the diagram on the logic model applied to official control systems:

Objectives:

- From the legislation, MANCP, other national plans and policies, etc.

Inputs:

- Information – requirements, previous results, risk analysis, etc.
- Resources – financial, material, human, etc.

Processes (controls implemented by the CA based on planned arrangements, (MANCP, Annual plans etc.)):

- Planning, sampling, analysis, inspection, follow-up, review of the programme.
- Verification of effectiveness, internal audits, etc.

Outputs:

- Information on the control activities and results *e.g.* number of inspections, samples, enforcement actions, level of compliance, etc.

Outcome:

- Effect of the controls on the level of compliance in food business operators (in food and feed law).
- Reduction, elimination or control of risks to human, animal and plant health.
- Consumer confidence in products and CAs.
- Confidence of trading partners (internal market, EEA and Third Countries)

Impact:

- Wider consequences of official controls in the society, linked with high-level objectives.
- Change in human cases of food-borne diseases, animal health status, etc.

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Annex II - Examples of Objectives and Indicators

In this Annex, you will find a compilation of examples of objectives and indicators. The examples provided have been created at different stages of the development of this reference document and do not intend to present prescriptive or/and compulsory objectives and indicators for measuring the performance of official control systems, or parts thereof, across MS.

The examples in Part A were provided by MS and reflect their development of objectives and indicators.

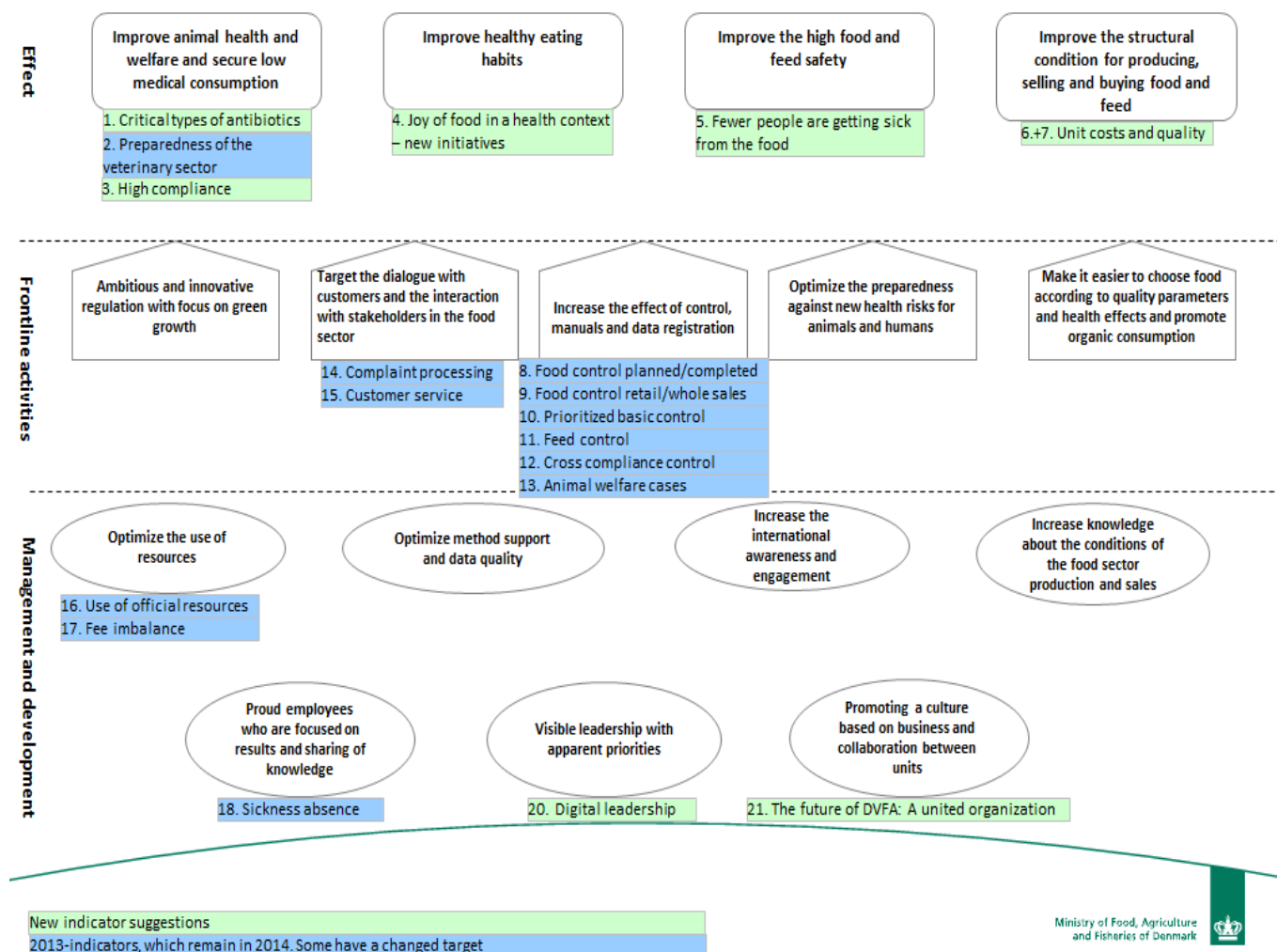
The examples in Part B were developed by the MANCP Network sub group, using the principles and guidance established in this reference document.

For more information on the examples provided or additional ones, please consult the [MANCP Network wiki](#).

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Annex II - Part A

1 – Strategy map 2014 of the Danish Veterinary and Food Administration



The strategy map covers the strategic objectives of DFVA for the year 2014. The map outlines the strategic objectives and indicators at an overall level of the DFVA and within the strategy map-perspectives (effect, frontline activities, management and development). The map is supplemented by strategy maps on lower levels - for instance there is a strategy map with objectives and indicators for each business area and division of the DFVA. Some of the objectives on lower levels are the same as the overall level, but there are also additional objectives and indicators that are specific to these business areas and divisions. All objectives will support the vision of the DFVA, no matter which level or which perspective the objective regards.

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2 – Examples of composite indicators: the Belgian barometers for the safety of the food chain

In order to obtain a general overview of the safety of the food chain, the Belgian Federal Agency for the Safety of the Food Chain (FASFC), in collaboration with its Scientific Committee has developed the barometers for the safety of the food chain, which includes food safety, animal health (the general sanitary condition of Belgian livestock) and plant health (the general phytosanitary condition of plants and plant products in Belgium).

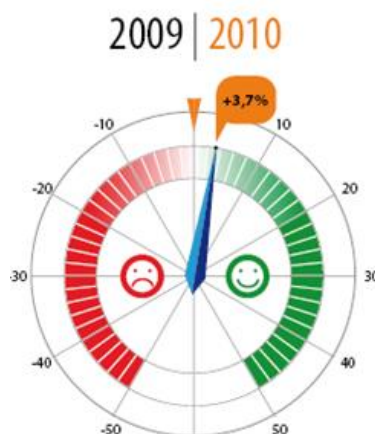
These barometers rely on sets of indicators; these indicators were calculated based on carefully chosen measurable parameters. Most of these indicators are based on the results of the FASFC control program. E.g. Table XX gives an overview of the 30 indicators of food safety. This set of indicators includes:

- the entire food chain, including suppliers, primary production, processing, distribution, storage and transport by third parties, as well as services and wage work,
- both the Belgian production chain and the intra-Community trade and import from third countries,
- vegetable and animal production,
- product control (biological and chemical hazards),
- process control (inspections/audits),
- a preventive approach (self-checking/mandatory notification/traceability),
- human health condition (in case of a direct link with food safety, and, as such, limited to biological hazards).

Since the indicators have different effects on the safety of the food chain, their relative importance has been appraised.

The barometers are meant to be practical measuring instruments that allow for objective annual monitoring of food safety, animal health and plant health in a simple way and therefore clear communication as well (Diagram XX).

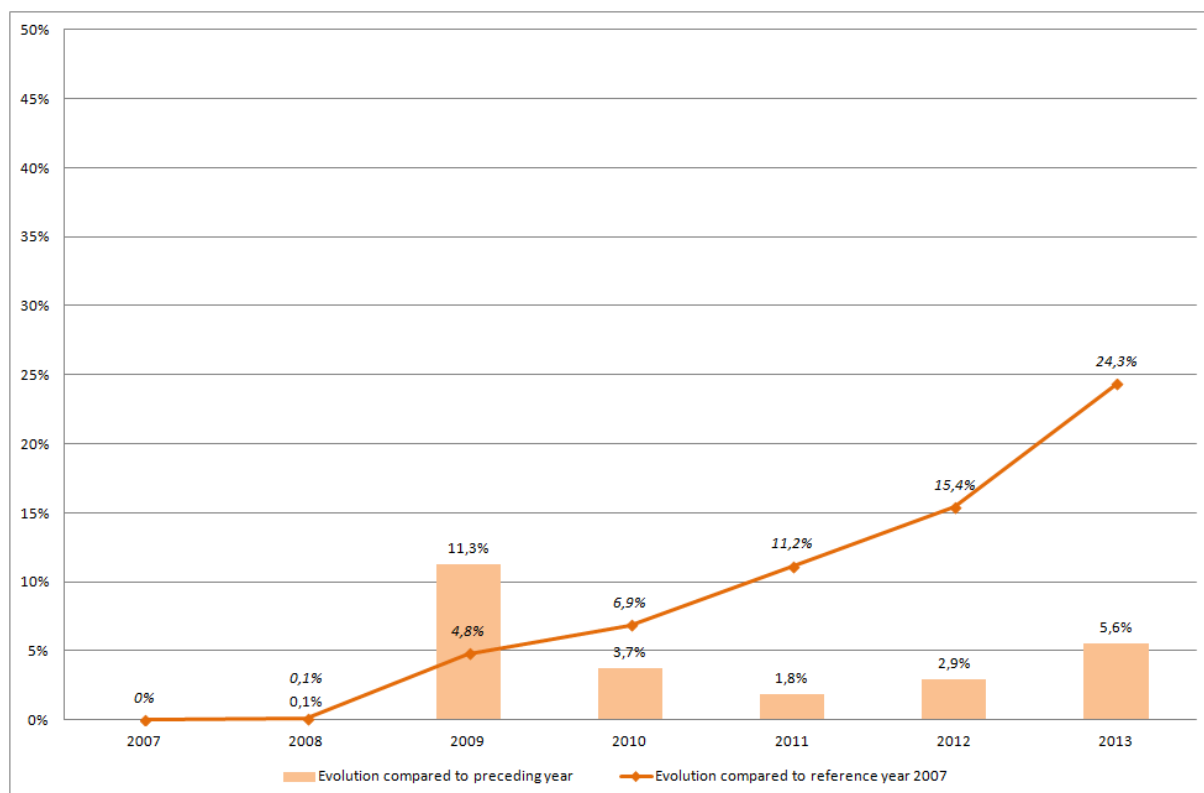
Diagram XX: food safety barometer 2009-2010 (2010 compared to 2009).



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The results of these diverse barometers must be interpreted with caution, because annual fluctuations can have several causes. In the longer term, the barometers are particularly suited for detecting general trends in the safety of the food chain (Diagram XY).

Diagram XY: Course of the food safety barometer for Belgium in the years 2007 to 2011.



More information on the barometers for the safety of the food chain can be found via: <http://www.favv-afsc.fgov.be/scientificcommittee/barometer/>

Table XX: overview of the food safety indicators

Name	Definition	Weighting factor
FSI1: Mandatory notification with regard to food safety	The number of notifications received by the FASFC for each year. This indicator does not relate to the notifications concerning animal diseases, plant diseases or harmful organisms, as long as they do not have an impact on food safety.	1.16
FSI2: Self-checking systems in the supply sector for primary production	The percentage of performed key activities using a validated self-checking system in the supply sector for primary production, on an annual basis.	0.9
FSI3: Self-checking systems in the primary production sector	The percentage of performed key activities using a validated self-checking system in the primary production sector, on an annual basis.	0.71

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FSI4: Self-checking systems in the transformation sector	The percentage of performed key activities using a validated self-checking system in the transformation sector, on an annual basis.	1.16
FSI5: Self-checking systems in the community kitchen sector	The percentage of performed key activities using a validated self-checking system in the community kitchen sector, on an annual basis.	0.79
FSI6: Monitoring of self-checking throughout the food chain	The percentage of inspections with regard to self-checking that turned out to be OK or 'OK, subject to remarks'. These inspections are done in primary vegetable production intended for human consumption, as well as in slaughterhouses, processing, dairy farms, egg packaging plants, hotels & restaurants, community kitchens and wholesale and retail. This indicator does not include the phytosanitary inspections, because they are irrelevant to food safety.	2.06
FSI7: Inspections of infrastructure, installations and hygiene in the sectors of distribution, hotels & restaurants and community kitchens	The percentage of inspections with regard to infrastructure, installations, and hygiene in the hotel & restaurant sector, in community kitchens and in wholesale and retail businesses that turned out to be OK or 'OK, subject to remarks'.	1.88
FSI8: Inspections regarding the traceability within the food chain	The percentage of inspections regarding traceability that turned out to be OK or 'OK, subject to remarks'. These inspections are conducted at the level of the suppliers to primary production (fertilizers, soil conditioners, growing substrates, purification sludge and animal fodders), as well as at the level of primary vegetable production intended for human consumption and animal primary production (cattle farms, pig farms, farms having sheep, goat and deer-like animals, layer hen farms, poultry farms, hatcheries), slaughterhouses, traders and collecting centres (for the identification and registration of animals), transport (identification and registration of animals), processing, and, finally, wholesale and retail.	1.65
FSI9: Residues from pesticides/herbicides in vegetables and fruit of Belgian origin	The percentage of samples of vegetables and fruit of Belgian origin that is tested for residues from pesticides/herbicides and that were conform.	0.98
FSI10: Acrylamide	The percentage of samples that is tested for acrylamide and that were conform.	0.41
FSI11: Lead and cadmium in vegetables and fruit	The percentage of samples of vegetables and fruit that is tested for the presence of lead and cadmium and that were conform.	0.75
FSI12: Aflatoxin en desoxynivalenol	The percentage of samples of foodstuffs in distribution that is tested for aflatoxin B ₁ , B ₂ , G ₁ and G ₂ and desoxynivalenol (DON) and that were conform.	0.9
FSI13: Substances with an anabolic action, unauthorised	The percentage of samples/animals that is tested for substances with an anabolic action and for the	1.5

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substances and veterinary drugs for cattle and pigs	presence of unauthorised substances (Group A: stilbene, and its derivatives, salts and esters; antithyrogenic substances; steroids; resorcylic acid lactones (including zeranol); β -agonists; substances that listed in Annex IV of the Regulation (EEC) n° 2377/90) and veterinary drugs (group B1 (antibacterial substances, including sulfonamides and quinolones) and group B2 (anthelmintics; coccidiostats, including nitro-imidazoles; carbamates and pyrethroids; tranquilizers; non-steroidal anti-inflammatory pharmaceuticals; other substances with a pharmacological action) that are taken in cattle and pigs, within the scope of the control program and that were conform.	
FSI14: Sulfite in minced meat	The percentage of samples of minced meat that is tested for sulfite in the distribution sector and that were conform.	0.38
FSI15: Dioxins and dioxin-like PCBs in dairy products and eggs	The percentage of samples of dairy products and eggs that is tested for dioxins and dioxin-like PCBs and that were conform.	0.98
FSI16: Mercury in mollusks, crustaceans and fish	The percentage of samples of mollusks, crustaceans and fish that is tested for the presence of mercury and that turned out to be conform.	0.53
FSI17: Residues from pesticides/herbicides in vegetables and fruit originating from other EU- countries and third countries	The percentage of samples of vegetables and fruit originating from other EU-countries and third countries that is tested for the presence of herbicides/pesticides and that were conform.	1.39
FSI18: Forbidden colorants	The percentage of samples that is tested for forbidden colorants and that were conform.	0.53
FSI19: Chemical and microbiological hazards in imported animal products intended for human consumption	The percentage of samples of animal products intended for human consumption that was taken in border inspection stations and that is tested within the context of the control plan and that were conform.	1.73
FSI20: Dioxins and dioxin-like PCBs in feed	The percentage of samples of feed (raw materials, mixed fodders, premixtures and additives) that is tested for dioxins and dioxin-like PCBs and that were conform.	0.94
FSI21: Contact materials	The percentage of samples of contact materials per year that were conform.	0.64
FSI22: <i>Salmonella</i> sp. in meat pigs	The number of meat pig farms that were labelled as a risk farm for <i>Salmonella</i> sp., per year. This indicator includes both the newly labelled risk farms within a given year and the farms of which the risk status is being extended for another year.	0.49
FSI23: <i>Salmonella</i> sp. in layer	The percentage of negative layer hen flocks (breeding	0.49

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hens	and production) for <i>Salmonella</i> sp., per year.	
FSI24: <i>Salmonella</i> sp. in poultry and pigs	The percentage of samples, taken on poultry and pigs at the level of slaughterhouses and meat cutting plants, that were tested for <i>Salmonella</i> sp. and that were conform. Accordingly, this indicator relates to the analysis of carcasses and cut meat of fowl and pigs, collected in slaughterhouses and meat cutting plants.	0.98
FSI25: <i>E. coli</i> in carcasses and cut meat	The percentage of samples taken in slaughterhouses and meat cutting plants that was tested for <i>E. coli</i> and that were conform. Accordingly, this indicator includes samples of carcasses from layer hens and broilers, as well as cut pork and beef meat.	0.68
FSI26: <i>E. coli</i> in foodstuffs	The percentage of samples of foodstuffs taken in farmstead dairy producers, in the processing sector (with the exception of slaughterhouses and meat cutting plants) and in the distribution sector that was tested for <i>E. coli</i> and that were conform.	0.71
FSI27: <i>Listeria monocytogenes</i> in foodstuffs	The percentage of samples of foodstuffs taken in local producers of dairy farm products, in the processing sector and in the distribution sector that was tested for <i>Listeria monocytogenes</i> and that were conform.	0.9
FSI28: Foodborne outbreak	The number of reported individuals affected by a collective food toxin infection (CFTI), per year and per 100.000 inhabitants.	1.46
FSI29: Salmonellosis in humans	The number of reported cases of human salmonellosis (the number of humane <i>Salmonella</i> strains received by the National Reference Centre for <i>Salmonella</i> and <i>Shigella</i>), per year and per 100.000 inhabitants.	1.28
FI30: Listeriosis in humans	The number of reported cases of listeriosis per year and per 100.000 inhabitants.	1.09

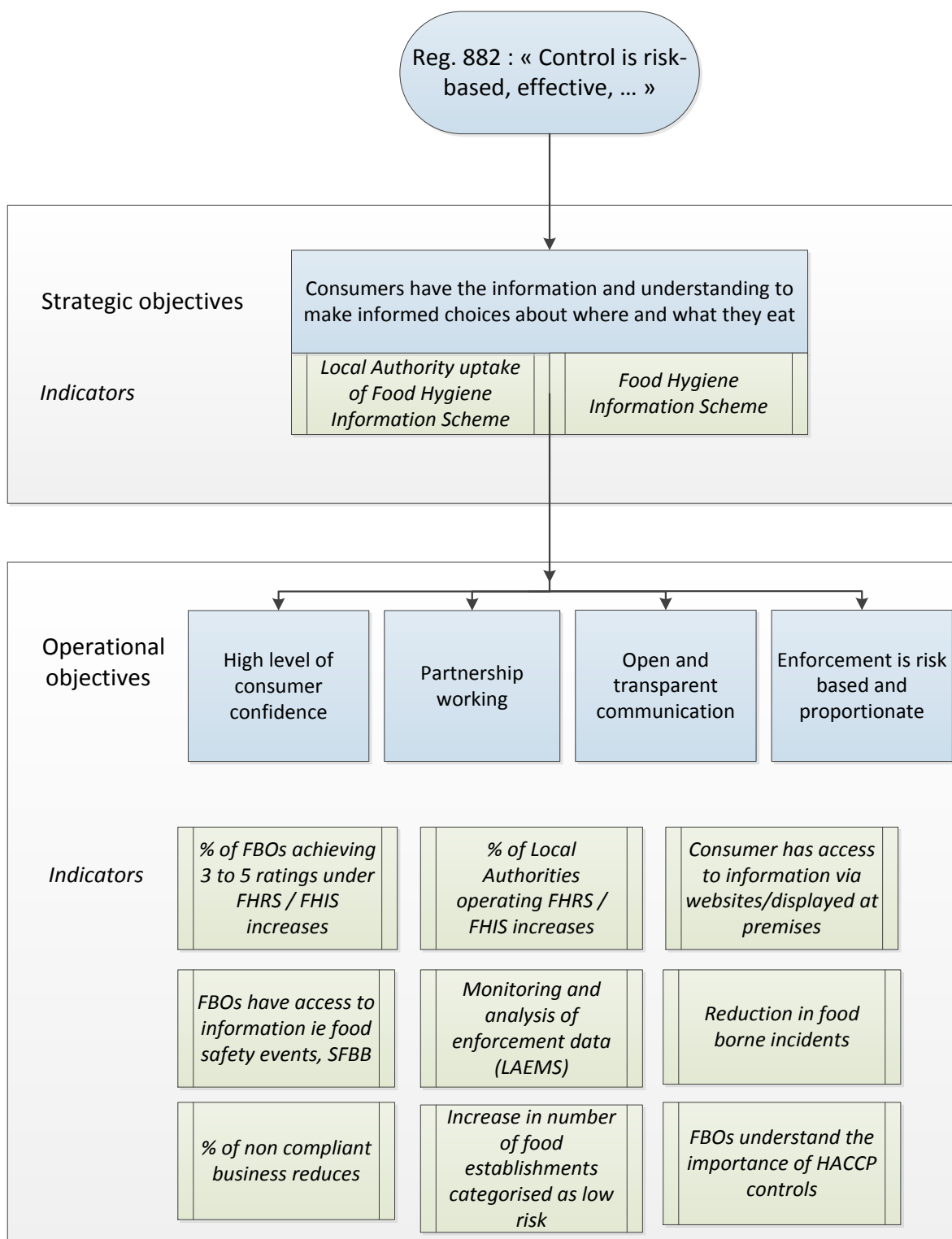
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3 - Performance Objectives and Indicators of the French "Food Safety and Quality" Programme

STRATEGIC OBJECTIVE 1	Encourage practice changes in order to preserve public health and environment
OPERATIONAL OBJECTIVE 1.1	Pesticide and antibiotics control
Indicator	<i>Number of pesticide « unity dose » used (Ecophyto plan)</i>
Indicator	<i>Animals' level of treatment to antibiotics (Ecoantibio plan)</i>
OPERATIONAL OBJECTIVE 1.2	Promotion of favourable behaviour towards a diversified and balanced nutrition
Indicator	<i>Rate of students benefiting from the « School fruit scheme »</i>
STRATEGIC OBJECTIVE 2	Prevent and reduce sanitary risks at all production stages
OPERATIONAL OBJECTIVE 2.1	Non-compliances follow-up
Indicator	<i>Rate of formal notices followed by a second control</i>
Indicator	<i>Rate of approved establishments presenting non-compliances with reinforced follow-up</i>
Indicator	<i>Rate of plant samplings revealing non-compliances</i>
STRATEGIC OBJECTIVE 3	Insure sanitary control system's reactivity and efficiency
OPERATIONAL OBJECTIVE 3.1	Emergency preparedness for epizootic events and animal diseases
Indicator	<i>Rate of completeness of management exercise for a major epizootic event</i>
Indicator	<i>Rate of surveillance measures lifted in time</i>
OPERATIONAL OBJECTIVE 3.2	Control of one inspection's cost
Indicator	<i>Inspection's cost</i>

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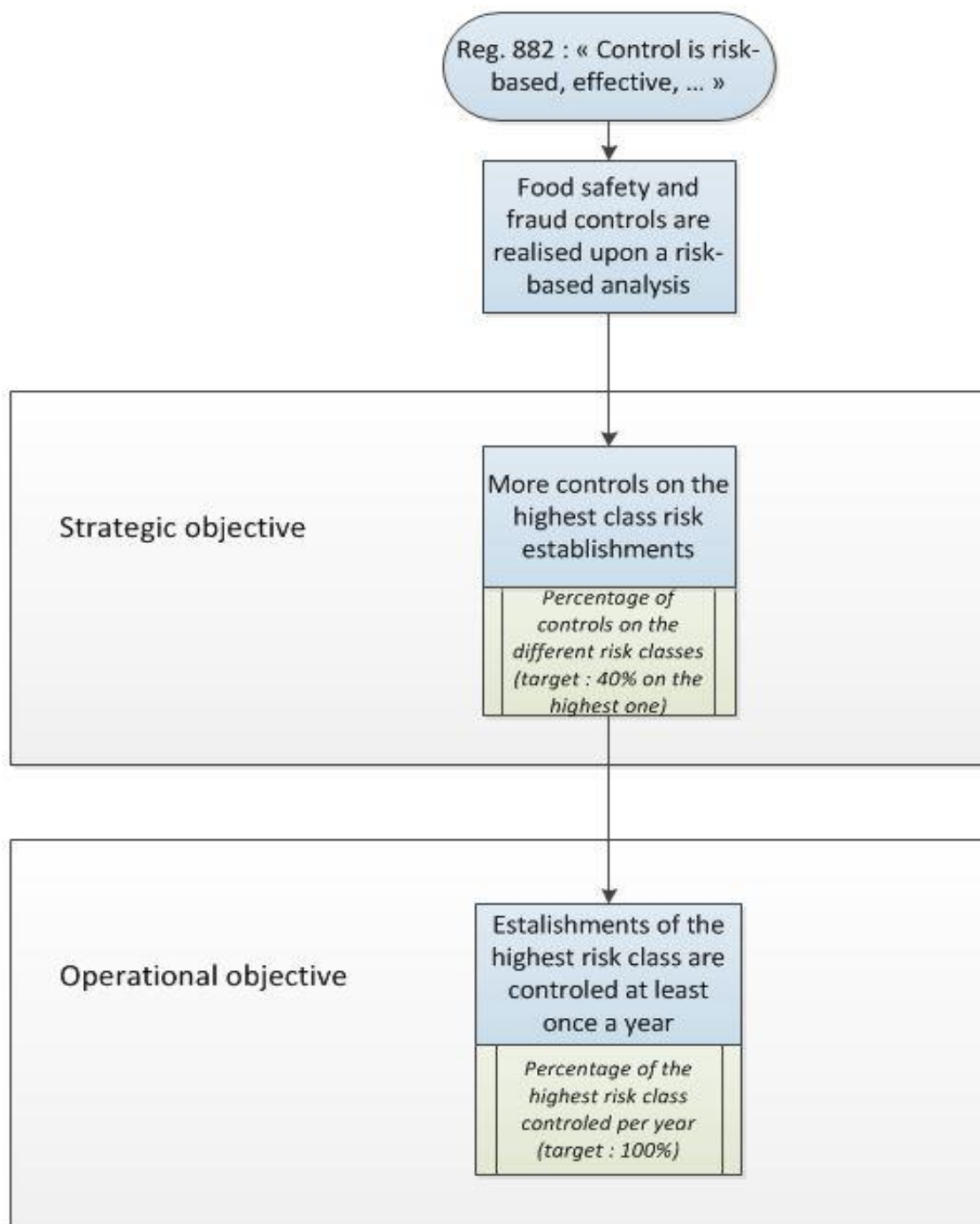
4 - Objectives & indicators example – Consumer confidence (UK)



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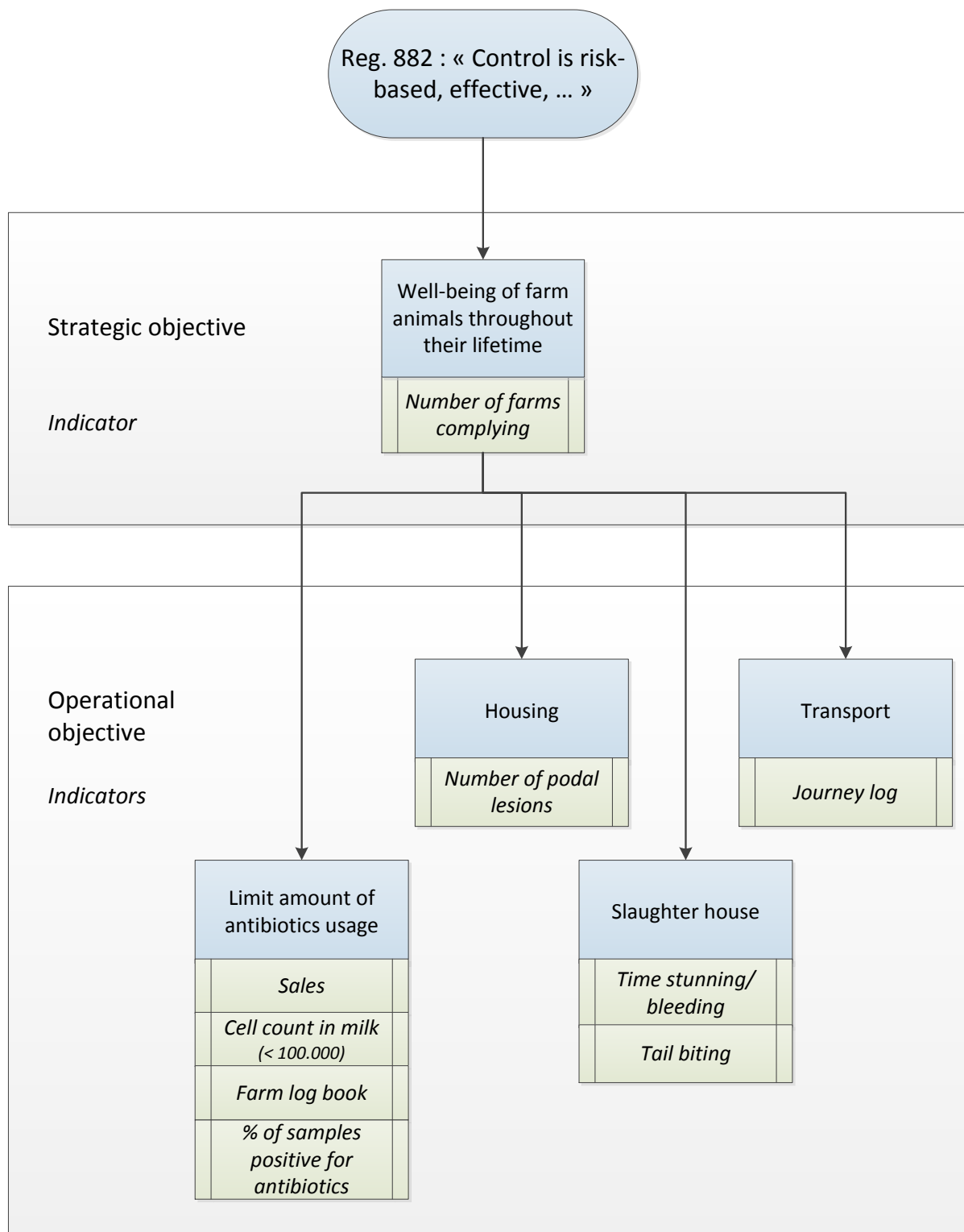
Annex II - Part B

1 - Objectives & Indicators example - Food Safety and Fraud



Developing Objectives and Indicators

2 – Objectives & Indicators example – Animal Welfare



Developing Objectives and Indicators

3 – Objectives & Indicators examples – Salmonella Control Programme



O: Objective
I: Indicator

In case of MANCP related objectives (usually strategic, outcome, marked with orange) there has to be a clear linkage to higher level strategic objectives (strategic, impact, marked with blue). These higher level objectives are outside the “comfort zone”, which means the CA has no direct influence on them, or there are many other factors having effect on them, they are set on society or environmental level, but as part of the whole public service the CA has to contribute to those objectives.

The impact objectives are usually very difficult to measure or even not measurable (like “Improve human health”) or if they are measurable, credibility and easiness of monitoring are often an issue (like “number of food borne diseases” because of the complicated reporting system).

Developing Objectives and Indicators

In order to contribute to the completion of strategic objectives the CA has to take actions. In many cases these actions are gathered and managed in a programme (like in this case the “Salmonella control programme”). The programme itself is not really an objective, it covers the actions related to the programme like an umbrella, and its completion can be measured by the indicators of the related actions and objectives. The objectives related to these programmes have to be SMART.

CAs usually have many tools, the classic ones are official controls and other official activities, but some other can be also very effective: providing information to consumers and educate FBOs. Those can be also good examples for objectives: in case of providing information to consumers, the targeted population is the consumer; therefore the objective “Increase the knowledge of consumers” is an outcome objective.

All strategic objectives have to be followed by one or many operational objectives (marked with green) which are set on the level of the execution of programmes or plans. Those objectives and the related indicators can provide useful information to the management about the performance of the authority, units or officers.