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EMCDDA 2011 work programme

Final (02 December 2010)

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I. Introduction and summary of key outputs

Context

The 2011 work programme takes forward activities begun in 2010 to implement the EMCDDA's three-year strategy (2010–12). Key themes of this strategy are the consolidation of core data, investment in more complex and policy-relevant analysis, and the development of a small number of new areas of strategic importance. Progress was made in all these areas in 2010, and this document details the next steps to be taken.

Although providing continuity is a central objective for work in 2011, the EMCDDA recognises that its activities do not take place in a vacuum and that it must be ever mindful of factors that can impact, positively or negatively, on its ability to fulfil its mandate. For this reason, the work programme is forward-looking, introducing or scaling up some activities where it has become apparent this is required. In part, this is prompted by the rapidly evolving nature of the drug situation and the lessons learned from work in 2010.

Changes to the internal organisation of the EMCDDA will have implications for activities in 2011 as new structural arrangements are established. With regard to external factors, there is the need to be responsive to emerging opportunities or critical information requirements. During 2010, the EMCDDA was able to better coordinate some developmental activities with programmes of the European Commission and this has had a positive knock-on effect on the achievements possible in 2011. In particular, this will have a positive impact on the development of key indicators in the area of supply reduction and the identification and promotion of good practice in the area of health and social responses to drug problems. Additionally, the information needs for the evaluation of the current EU drugs strategy and action plan are now clear and the 2011 work programme has been configured to reflect these important information needs.

The EMCDDA's achievements are only possible through partnership with national data providers and experts as well as with relevant EU bodies and international organisations. The agency is committed to developing effective working partnerships with appropriate European and international agencies and this is reflected in the work programme. It is essential to mention here the importance of the Reitox network of national focal points who act as the main interface between national data collection and expertise and the EMCDDA. We acknowledge that Reitox support and input is a prerequisite for accomplishing a large proportion of the tasks set out below, including new developments in supply reduction and best practice. The difficult economic situation has resulted in pressure on the public purse across the EU and many focal points are facing difficult funding situations. Moreover, funds available for investment in data collection activities are likely to be restricted in the coming year. The EMCDDA will remain in close dialogue with focal points on these issues and seek to assist them where this is possible.

The resources required for implementing the 2011 work programme will be provided by the EMCDDA budget for 2011, as adopted by its Management Board, on the basis of the decision of the Budgetary Authority on the EC annual subsidy to the EMCDDA's budget. The EC annual subsidy on which the 2011 EMCDDA budget relies is expected to amount to EUR 15 400 000. This planning exercise is drawn up on the basis of this estimate. Changes in the monies available to the EMCDDA to fulfil its mission would require adjustments to be made to the activities proposed here.

Summary of key outputs in 2011 and their intended audience

Output	Policy	Other target audiences		
		Science	Practice	Citizen
Annual report on the state of the drugs problem in Europe (printed, 23 languages)	✔	✔	✔	✔
Selected issues - History, methods and implementation of national treatment guidelines - Cost of treatment - Mortality related to drug use: a comprehensive approach and public health implications (printed, EN with summary in 23 languages)	✔	✔	✔	✔
Drugs in focus policy briefings - Responding to new psychoactive substances - Drug-related research - Khat - Minimum quality standards for drug demand reduction (printed, 25 languages)	✔			
EMCDDA Monographs - New groups of psychoactive substances in Europe (printed, EN with summary in 23 languages)	✔	✔		
EMCDDA Insights - Cannabis market and production in Europe - Heroin-assisted treatment - Understanding drug use in the context of models of dependency and compulsive behaviour (printed, EN with summary in 23 languages)	✔		✔	
EMCDDA Manuals - Drug-related infectious diseases (DRID) protocol module - Mortality cohort protocol - European guidelines for the evaluation of national drug strategies (printed, EN)			✔	
Joint publications EMCDDA–Europol joint publications - The European ecstasy market (printed, EN) ECDC–EMCDDA joint guidance on the prevention of infections among injecting drug users (printed, EN)	✔ ✔	✔	✔	✔
EMCDDA Risk assessments - Mephedrone (printed, EN)	✔			
EMCDDA National drug policy profiles *(new series to be launched in 2011)*	✔			
EMCDDA website (online, EN, with some multilingual sections)	✔	✔	✔	✔

Output	Policy	Other target audiences		
		Science	Practice	Citizen
Statistical bulletin (online, EN)		✔	✔	
Country overviews (including situation summary, data sheet and barometer) (online, EN and national language)	✔		✔	✔
Drug profiles - Update of full set of drug profiles (printed, EN) - two new psychoactive substances (as appropriate) (online, DE, EN, FR)	✔	✔	✔	✔
Best practice portal (online, EN)	✔	✔	✔	
Evaluation instruments bank (EIB) (online, EN)	✔		✔	
European legal database on drugs (ELDD) (online, EN)	✔	✔	✔	
Research resources area (online, EN)	✔	✔		
Drugnet Europe newsletter (printed and online, EN, four issues)	✔	✔	✔	✔
General report of activities (online, EN)	✔			✔

A detailed list of printed and online outputs (showing timing and relation to specific objectives) can be found in section II.2.

II. Monitoring and reporting on the drugs problem in Europe: selected highlights in 2011

Overview

In 2011, monitoring and reporting work is presented in a more holistic structure reflecting the new organisation of scientific work within one scientific division. The tables found later in this section provide a comprehensive list of activities planned for 2011. An initial table describes the core business of information collection necessary for EMCDDA annual reporting. This is supported by supplementary tables that detail the different substantive areas of work: key epidemiological indicators, responses data, transversal analysis, supply and supply reduction activities, new trends and developments, drug policies and laws, and guidelines standards and best practice. The areas of inquiry for each of these information domains are set out in the three-year strategy and this document has been structured to facilitate cross-references to it ([1]). To aid clarity, a distinction is made between ongoing work and more developmental activities. Approaches vary in different areas and reflect what is currently feasible at a European level, the stage of development of the work and its level of priority. Activities for the supporting infrastructure — institutional and technical cooperation, communication, governance, management and networks and administrative and information technology support services — are set out in a similar way.

Three core transversal goals lie at the heart of the agency's mandate to provide factual, objective, reliable and comparable information on the European drug situation:

1. Producing a state-of-the-art annual review of developments in drug use and responses in Europe situated within a broader explanatory conceptual framework (scientific, historical, demographical and socio-political).

2. Maintaining an up-to-date and high-quality European reference point on drugs.

3. Providing ongoing support to EU institutions and Member States for implementing and monitoring the EU action plan.

Although it is easy to state these goals, achieving them is a complex and ongoing task that consumes a substantial proportion of the agency's resources. These core activities are discussed in detail in the 2010–12 work programme and included in the supporting tables. In the text below, we highlight some of the more unique, developmental activities planned for 2011, which give this year's work programme its distinct flavour.

A focus on core business — delivering value, and ensuring the European system remains fit for purpose

At the heart of the European drug information system are the key epidemiological indicators (KI) that provide the framework for understanding the nature and scale of the European drug situation. The analytical value of this information comes from its longitudinal nature and we benefit today from efforts made over the life of the agency to develop and sustain these measures. Not only do the KI give us an overview of the current drug situation; they also provide elements necessary to address more complex analytical questions, such as the impact of supply reduction measures, whether responses are in line with needs, and whether policies are impacting on consumption levels. In the 2011 work programme, priority is given to the efficient collection and analysis of KI data and to maintaining the technical networks that sustain them. The following developmental activities are of particular note: the final stage in the rationalisation of the treatment demand indicator; the continued work to broaden the scope of the problem drug use indicator; and the update to the protocol for collecting information on infectious diseases. Building on successful experiences in 2010, we will continue to invest in working with decentralised databases to better exploit the available data and facilitate new analysis, and a new series of analysis workshops ('data laboratories') are planned.

([1]) EMCDDA strategy and work programme 2010–12 (http://www.emcdda.europa.eu/html.cfm/index82061EN.html).

Of equal importance to monitoring the drug situation are the core instruments that allow the EMCDDA to report on responses made by Member States to the drug problem. Over the last 15 years, a number of instruments have been developed for this purpose and, despite some limitations, quality and coverage of data in this area has improved considerably. In 2010, an internal working group was launched with the purpose of reviewing how the responses indicators could be recast into a more conceptually coherent set of analytical tools. Based on these discussions, and within the context of the general framework for instrument development agreed with the Reitox network, further work is planned for 2011. Developments will focus on the different treatment dimensions, social reintegration and legal mechanisms. Where possible, and taking into account national data collection capacity, measures to improve the cost estimation of responses will also be added to the responses tools.

A central consideration for the EMCDDA is to ensure that the reporting system remains relevant to European needs. To guarantee this, a top-level strategic review of the current reporting system will commence in 2011, which will span tools and approaches, analytical processes and outputs. A number of factors make 2011 an appropriate time for this strategic review, including the fact that the current phase of the Fonte project and the technical revision of reporting tools (a collaborative exercise with Reitox that started in 2006) have now been successfully completed.

External factors that may have an impact on our work need to be considered in this review. These range from changes observed in the drug situation and policy landscape, to the possible implications of the new Lisbon treaty and organisational changes within the European institutions. In 2012, the EMCDDA will finalise a new three-year work programme (2013–15) that reflects the needs of the new EU drugs strategy. To ensure sufficient time for the consultation exercise, the drafting process will start in 2011. More generally, the EMCDDA faces the challenge of meeting growing information needs within a stable or reducing resource environment. To remain successful, the value accrued from the resources available must be maximised and our priorities must remain clearly defined and relevant to evolving European needs.

Remaining responsive to developments

In 2010, the EMCDDA had to respond to an increasingly dynamic situation with regard to emerging new drugs and a record number of new substances were reported through the early warning system (EWS) network. Continued consolidation and development of this area will remain important in 2011, which will see the launch of a more robust Internet monitoring strategy, more analytical linkage between the EWS and epidemiological reporting, and work to develop the forensic toxicology capacity within the current system. A key task will be to assist with and respond to the forthcoming European Commission assessment of the mechanism for the information exchange, risk assessment and control of psychoactive substances. The impact of this exercise is difficult to predict but is likely to require some reconfiguration of current practices. Other highlights include the release of a scientific monograph on developments in new drugs, the release of additional drug profiles and the organisation of the first trend-spotting meeting. Trend spotting provides a fast track tool for investigating potentially important new developments in drug consumption patterns.

Identifying best practice and encouraging its uptake and further dissemination

Understanding the drug problems Europe faces is a prerequisite to responding effectively. However, the EMCDDA also has a duty to identify and encourage the sharing and uptake of evidence-based practices — an area of growing importance. The recently re-launched Best practice portal provides decision makers and practitioners in Europe with up-to-date information on evidence-based interventions. In 2011, the scope of the tool will be expanded, taking into account results of studies carried out on behalf of the European Commission on minimum quality standards for demand reduction, with updated modules on treatment and harm reduction, and a new module on social reintegration. Interventions delivered in special settings such as prisons will also be included in the portal to present evidence for prevention, harm reduction and treatment provided under conditions that differ considerably from the outside world. Beyond ensuring the update of existing records, consideration will be given to improving how information is generated for the portal.

The best practice area of work will benefit from ongoing improvements to the EMCDDA's capacity to monitor and report on drug treatment. This is an area where internal capacity has been increased and where the agency has strived to improve its overall performance. A series of state-of-the-art treatment reviews are under development. The first set, to be released in early 2011, will provide a comprehensive review of recent clinical trials to assess the efficacy of heroin-assisted treatment and also explore the problems faced in

implementing this kind of intervention. A second set of reviews will be prepared on therapeutic communities and residential care facilities in the EU. Residential care has historically been an important component of treatment for opiate addicts in many countries and there is currently renewed interest in this treatment modality. Work will also commence on a state-of-the-art review of treatment for cannabis-related disorders. The provision of treatment for cannabis-related disorders has increased in Europe; however, there is no overall consensus on what constitutes appropriate models of care. This review is timely as it will benefit from growing experience in the EU of proving care for this group as well as emerging research evidence including results of a new European random control trial. This work will complement the epidemiological assessment of the level of cannabis-related problems.

The combination of traditional reviews and paper-based publications with more comprehensive information provided in the Best practice portal will be further developed in 2011. User statistics and feedback from the field as well as the input and advice provided by the Scientific Committee will help improve this strategic area that is becoming central to the agency's work.

Collaboration and partnership — an organisational strength

The EMCDDA is committed to working in close partnership with other European and international agencies and organisations. Not only does this avoid duplication of effort; considerable added value can be gained from combining expertise from different perspectives. Examples of this approach in the 2011 work programme include a joint product planned with the European Centre for Disease Prevention and Control (ECDC) which will provide guidelines on the prevention of infections among injecting drug users, and the preparation of new joint EMCDDA–Europol situation reports on the European market focusing on ecstasy and heroin.

In 2010, the EMCDDA and the European Commission invested time in ensuring that their respective developmental activities on monitoring drug use complement one another. This has had a positive impact for 2011 work in those areas where synergies were found to exist. With clear relevance for the Best practice portal, the EMCDDA is working with the European Commission to develop minimum quality standards for demand reduction activities. This work is supported by a research study that has been commissioned to provide an EU inventory of standards and guidelines for different types of interventions. A key aspect of this study is to develop a mechanism for building consensus on what constitutes minimum quality standards. This study will incorporate EMCDDA data and work closely with the Reitox network and EMCDDA staff. The findings will inform the agency's future work and outputs.

In 2011, the EMCDDA will also support the work of DG SANCO to prepare the analysis necessary for the second progress report on implementing the Council Recommendation on the prevention and reduction of health-related harm associated with drug dependence of 18 June 2003. The work to be undertaken is directly relevant to, and extends the scope of, activities to assess the implementation of harm reduction interventions across the EU. The project will benefit from and contribute to the ongoing monitoring of harm reduction interventions in Europe and will allow EMCDDA staff to share their expertise and work closely with external contractors. The inclusion of the EMCDDA as a project partner removes the possibility of duplication of effort.

In 2010, with financial support from the European Commission, the EMCDDA started implementing a technical assistance project with candidate and potential candidate countries that will last until November 2011. The aim of this project is to prepare the beneficiary countries for their future participation in the agency's work. In parallel, it is expected that during 2011 technical cooperation will be gradually initiated with the countries covered by the European Neighbourhood Policy (ENP).

The strategic document adopted by the EMCDDA Management Board in July 2009 on the 'Implementation of the strategy for international cooperation' sets out that the outcome of the cooperation should, as far as possible, be integrated into the EMCDDA knowledge base and data sets. This will be done in 2011 through: the publication of online country overviews, national reports and updated information maps produced within the framework of the IPA project; the dissemination of the joint handbook on building a national drugs observatory in Croatian, Turkish, Arabic and Russian; and the production of a thematic publication on 'Drug supply reduction activities in candidate and potential candidate countries to the EU'.

As far as cooperation with regional and international organisations is concerned, the work on developing harmonised drug monitoring systems and data collection tools will continue in collaboration with WHO, UNODC and CICAD. In addition, the EMCDDA will support, as appropriate, the assessment of the UN declaration and plan of action. Further development of the Best practice portal and international comparisons of intervention standards will also require close collaboration with numerous external partners.

Developing information resources in supply reduction

The need to scale up the monitoring of supply reduction activities is an important component of the current EU action plan and the EMCDDA's 2010–12 work programme, and this area has been given prominence in the agency's new structure. In 2010, progress was made in building consensus on the key elements that constitute a more comprehensive monitoring system. A conference based on the results of EC-funded preparatory work and the EMCDDA's experience was held in close collaboration with Europol to initiate work on the conceptualisation of sustainable key indicators in this area. In 2011, the consensus process will be taken forward in three substantive expert groups (drug markets, drug-related crime and drug supply reduction). These groups will prepare a proposal for new key indicators for monitoring drug supply issues to be debated in a second consensus-building meeting scheduled for the end of 2011.

Support for the evaluation of the European drugs strategy and action plan

The information needs of the EU strategy helped to shape the content of the 2010–12 work programme and the agency and the European Commission maintain a close, ongoing dialogue on this issue. This has resulted in an agreement for the EMCDDA to provide the European Commission by June 2011 a detailed time series analysis of changes in the EU drug situation since 2005. This analysis will also include a state-of-the-art assessment on the implementation of key interventions and policies that are specified in the drugs strategy and its action plans. This additional analysis and reporting will extend the routine work planned for annual reporting in 2011, but the agency recognises the value of this task and the need to support this important exercise.

Support for the external evaluation of the EMCDDA

The European Commission will launch an external evaluation of the EMCDDA in 2011 to coincide with the completion of the three year work programme in 2012. The EMCDDA will provide support to the European Commission and the external evaluator.

Methodological developments — focus on polydrug use and combined analysis

A theme that will be developed in 2011 work is the need to move beyond a simple, substance-specific perspective and address polydrug use. The agency recognises the need to look at different types of addictions in a broader framework and an EMCDDA Insights on understanding drug use in the context of models of dependency and compulsive behaviour is planned for 2011. In addition, attention will be given to exploring the interaction between alcohol and drugs in recognition of the strong relationship between drug and alcohol use and their related problems. In this context, work will be continued and expanded (in close collaboration with relevant partners) on adult and youth population surveys to obtain a better understanding of the interactions between licit and illicit substances. An analytical workshop held in partnership with ESPAD is planned on polydrug use.

Use of licit substances (such as medicines and alcohol) can interact with illicit drug use and in doing so impact on overall morbidity and mortality. In 2011, the EMCDDA will have more detailed information on substances (licit and illicit) present in overdose deaths and will initiate developmental work on the core national datasets of special mortality registries. With regard to the treatment demand indicator, analyses on clients entering treatment for use of stimulants, and the possible role of alcohol in worsening their drug problems are planned.

Improved coordination of activities and a focus on policy-relevant analysis

In 2010, the Management Board approved the Director's proposal for reorganisation of the EMCDDA. This reorganisation aims to deliver greater coordination and common purpose to the scientific work of the agency.

From 1 October 2010, scientific teams have been brought into a single division and each unit's responsibilities cover not only a substantive area but also transversal tasks. This structure reflects and supports the recognition that the value of much of the agency's work comes from bringing together different data sources and expertise to address important policy questions and the need to increase transversal and multi-indicator analysis. The structure also enables us to increase the coherence and visibility of some areas of growing developmental importance mentioned in the recast to the EMCDDA's founding regulation, notably: supply reduction; emerging trends, particularly those involving polydrug use; the monitoring of policy developments; and the identification and dissemination of best practice. In 2011, the new teams and supporting internal scientific management and coordination structures will be consolidated. The emphasis will be on setting up an infrastructure that promotes effective working through maximising resources, prioritising key tasks and increasing the quality and value of the work through well-targeted outputs.

Transversal activities will be further supported via three Cross-unit projects (CUPs) launched by the Director in 2010. These time-limited, coordination vehicles provide a flexible forum for EMCDDA staff to come together on a technical issue that spans different aspects of the work programme. The Treatment CUP will ensure that the data sets remain coherent and supportive even though the methodological perspectives of the epidemiological and services monitoring of treatment provision differ. The Prison CUP will act as a catalyst for scaling up work in this important setting and a key activity will be the drafting of a prison monitoring strategy. The Modelling CUP will provide a forum for reviewing the utility and supporting the introduction of more complex and innovative analytical methods.

Disseminating and valorising EMCDDA findings

The EMCDDA's communication strategy needs to remain pertinent and up to date if it is to be efficient and effective. In 2011, we will realign the strategy (last updated in 2007) with current needs, introducing relevant developments in the communication area. We will also refine our processes and key controls for output production. The marked increase in the EMCDDA's publishing activities requires ongoing attention to this area if quality is to be maintained.

We will develop our activities to evaluate and analyse the impact of EMCDDA communication actions (from both quantitative and qualitative perspectives). The development of an events management tool is a key element, as it will enable better monitoring and quantification of all EMCDDA activities that disseminate results and information. In 2010, we obtained feedback from the national focal points on the relevance of our products and on the activities they undertake to disseminate them. In 2011, we will work with them to improve national distribution channels and to facilitate the task of disseminating EMCDDA results.

From March 2010 until end February 2011, the EMCDDA is chairing the Agencies' Heads of Communication and Information Network (HCIN). Activities culminate with a week-long exhibition at the European Parliament at the end of January 2011 that is intended to raise awareness among MEPs of the role of the agencies within the EU institutional framework and the results they achieve. The HCIN network was set up in 2008 with a mandate to increase the visibility of the EU agencies and strengthen communication and information about their activities/results.

II.1 Objectives and activities

1. Core monitoring activities

Specific objectives	Main activities
1.1. To produce a state-of-the-art annual review of developments in drug use and supporting statistics and methodological information	○ Perform all analysis, reviews and consultations necessary for the preparation of the Annual report package (including Statistical bulletin, Country overviews, country profiles and supporting web resources) ○ Conduct activities necessary to support and implement annual reporting cycles (in close coordination with Reitox focal points) • Production cycle 2011: data processing, cleaning and liaison with NFPs for data requests and all reporting tools • Production cycle 2012: preparation, revision (where necessary in consultation with Reitox NFPs) and launch of tools and processes for 2012 ○ Review and analyse on an ongoing basis information relevant to understanding all facets of the European drug situation for producing the Annual report package ○ Monitor quality and timeliness of reports and provide appropriate feedback and support to data providers, and continue to develop quality assurance mechanisms ○ Launch a review of the structure and presentation of information in the Annual report
1.2. To ensure efficient and methodologically sound data input, management, processing and preparation of data sets for analysis	○ Ensure full set of information collected by the EMCDDA is efficiently verified, managed and archived ○ Carry out routine management of Fonte and other data management tools ○ Undertake data processing, data preparation and provide support to statistical analysis to facilitate EMCDDA reporting
1.3. To review the appropriateness of current data management and statistical processes. Introduce incrementally new practices where	○ Identify options for future development of data management and statistical systems and tools and processes by conducting a high-level review of data types collected and the appropriateness of the instruments used (qualitative, text-based, semi-structured, aggregated and disaggregated data)

Specific objectives	Main activities
they are required and assess future needs for processing different types of data	○ Continue to develop the Statistical bulletin and integrate interventions data (health and social responses tables and graphics) to improve its structure and completeness ○ Continue to develop and improve validation of data submitted to and extracted from Fonte ○ Investigate the possibility of receiving case-level data within the 'data warehouse' facility

2. Key indicators and monitoring the epidemiology of the drug situation

Specific objectives	Main activities
2.1. To strengthen the European expert network for each KI necessary for EMCDDA reporting	○ Promote implementation and development of each key indicator through maintaining a strong network and supporting the work of national experts and NFPs ○ Organise annual expert meetings and supporting activities, including ongoing review and development of methodological guidelines and tools ○ Continue to maintain and develop the key indicator gateway and provide access to implementation tools and supporting material ○ Engage, in partnership with NFPs and experts, in the review and analysis of data sets ○ Undertake analytical work necessary to meet reporting obligations and provide indicator data to support cross indicator and other analysis.
2.2. To increase quality and comparability of key indicators	○ Assess the quality of information provided by NFPs and report back to them ○ Assess the level of implementation of each key indicator and report the progress made ○ Provide targeted support (through Reitox) to countries experiencing technical implementation difficulties
2.3. To undertake developmental work necessary to ensure KI remain methodically sound and appropriate to EU data collection needs	

Specific objectives	Main activities
A – General population surveys (GPS)	○ Collect and map detailed national GPS methodology (including questionnaires) ○ Encourage harmonisation of survey approaches and support opportunities for collaboration between different surveys in the EU ○ Follow up investigation of survey methods focusing on reliability and validity ○ Collaborate with ESPAD and HBSC including supporting the analysis of data; host the ESPAD annual conference ○ Improve the integration of youth survey data within EMCDDA reporting and provide support to youth survey networks
B – Treatment demand indicator (TDI)	○ Finalise TDI revision process and elaborate the new protocol to be implemented in 2012 ○ Liaise and build consensus with NFPs and national experts to support implementation of the new protocol ○ Investigate opportunities for disaggregated analysis ○ Improve TDI data collection (online template)
C – Drug-related deaths indicator (DRD)	○ Improve tools for cohort data collection and analysis; prepare a protocol on mortality cohorts (EMCDDA Manual) ○ Support capacity development and common European analysis on mortality cohorts; liaise with national studies, experts and focal points (scientific paper) ○ Develop a better understanding of health issues associated with problem drug use and prepare report on 'Mortality related to drug use: a comprehensive approach and public health implications' (EMCDDA Selected issue)
D – Problem drug use (PDU) and revised problem drug use indicator (PDU-R)	○ Analyse options for revision and update of PDU indicator (PDU-R) based on gaps and strengths in existing approaches ○ Review costs and benefits of innovative and established statistical options for estimation of PDU levels ○ Support national estimation efforts through technical assistance to NFPs on PDU estimations (2012) ○ Develop methods for interpolation of missing data in the PDU dataset

Specific objectives	Main activities
E – Drug-related infectious diseases indicator (DRID)	○ Update the DRID protocol module (toolkit) supported by consensus building exercise (EMCDDA Manual) ○ Review data and produce new analysis of HCV trends (scientific paper) ○ Ensure effective collaboration with EU bodies and international organisations, such as the EC, ECDC, WHO, UNAIDS and other relevant partners ○ Collaborate with other appropriate institutions (EC, ECDC) and EMCDDA EWS on alerts on bacterial infections and/or other infections related to drug use ○ Ensure continuation of DRID modelling network infrastructure by updating the central dataset and consolidating its infrastructure in order to examine risk factors (scientific paper)
Developmental areas	
2.4. To better exploit data by in-depth and cross-indicator analysis to address important policy/research questions	○ Refine measures to identify better and enable analysis of patterns of polydrug use (including alcohol and tobacco) in KI reporting formats and undertake ad-hoc analysis, including coordination of ESPAD study group (scientific paper) ○ Field test data collection of conditional prevalence in GPS surveys (polydrug use, including alcohol) ○ Analyse recent trends in heroin use and patterns (scientific paper) ○ Carry out analysis of clients entering treatment for use of stimulants including possible role of alcohol (scientific paper)
2.5. To undertake methodological studies, reviews and analysis necessary to understand additional key aspects of EU drug situation	○ Explore issues of reliability and validity in lifestyle and attitudes measures in survey data ○ Perform a combined analysis of estimates of cannabis dependence (2011–12) (scientific paper; EMCDDA Manual in 2012) ○ Develop a prototype of harmonised TDI database (national level) (2011–12) ○ Pilot work on the harmonisation of datasets at national level including surveys (four additional countries) for mortality cohorts and TDI, and organise analysis workshop (data laboratories) based on these datasets with participating countries ○ Initiate developmental work to support European analysis of special mortality registries based on core national datasets including assessment of the role of alcohol together with drugs (scientific paper in 2012)

3. Monitoring demand reduction responses, interventions and solutions applied to drug-related problems

Specific objectives	Main activities
3.1. To exploit available data to provide a comprehensive report on EU demand reduction activities	○ Develop an integrated set of online health and social responses national overviews covering treatment responses and availability, and harm reduction responses ○ Provide technical support to the EC (DG SANCO) for preparing the second progress report for implementing the Council Recommendation on the prevention and reduction of health-related harm associated with drug dependence of 18 June 2003 ○ Prepare a report on heroin-assisted treatment in Europe (EMCDDA Insight) ○ Prepare a joint publication with ECDC that provides guidance on the prevention of infectious diseases among IDUs ○ Prepare a report on the cost of treatment (EMCDDA Selected issue) ○ Collate information on treatment of cannabis-related disorders ○ Collect qualitative information from research literature and service providers on drug users' experience with reducing or stopping drug use (Thematic paper in the Voices series)
3.2. To develop and explore potential new data sources on drug treatment and harm reduction	○ Investigate and, if appropriate, develop harmonised opiates substitution treatment (OST) database based on national OST clients databases ○ Investigate and develop models for collecting data from General Practitioners (GPs) ○ Investigate and develop models for collecting data from low-threshold agencies ○ Assess the feasibility of collecting data on costs of different treatment modalities
3.3. To update and improve reporting on prevention activities	○ Draft and submit a Cochrane systematic review on media campaigns for the prevention of illicit substance use in young people (scientific paper) ○ Further improve and update online prevention profiles encompassing mass media campaigns, environmental strategies, universal prevention, selective prevention and indicated prevention

Specific objectives	Main activities
	○ Analyse trends in universal and selective prevention programmes in Europe (scientific paper) ○ Restructure the Best practice portal module on prevention with the help of the GRADE system ○ Continue to explore and conclude on new methods for cross-analysis of prevention trials (EU –US) (EMCDDA Thematic paper/Technical data sheet) ○ Prepare a European overview of the implementation of effective international prevention programmes (EMCDDA Thematic paper/Technical data sheet)
Developmental areas	
3.4. To rationalise data collection approaches and tools for demand reduction into a coherent set of responses indicators	
General approach	○ Draw up an inventory of existing instruments for data collection ○ Develop a conceptual framework for a set of intervention indicators ○ Define a process for implementation
A – in the area of social reintegration	○ Further conceptualise social reintegration within the health and social response area and identify social reintegration indicators in line with literature and TDI revision ○ Develop a social reintegration module for Best practice portal ○ Produce an EU overview on social exclusion and social reintegration (also integrated in the Country overviews)
B – in the area of drug treatment	○ Develop an indicator/index on 'access to treatment' based on a literature review and consolidate datasets ○ Further develop an indicator/index on 'provision of treatment'/treatment availability (methodological toolkit) ○ Pilot test the 'Methodological toolkit for estimating number of clients in treatment'

Specific objectives	Main activities
	○ Develop a concept for indicator/index 'syringe availability'

4. Transversal analysis

Specific objectives	Main activities
4.1. To perform combined cross-indicator analysis for monitoring responses	○ Analyse, at national and EU level, treatment coverage (availability and accessibility of treatment) and in different sub groups of users ○ Develop a conceptual framework for analysing national and EU-level coverage and trends in harm reduction interventions ○ Continue exploring the interaction between alcohol-cannabis connection and its implications for responses ○ Explore drug- and alcohol-related problems in nightlife settings
4.2. To perform cross-analysis between epidemiology and response indicators	○ Audit studies of drug use and responses among special populations (including prisons, high use/risk settings) ○ Prepare a study on understanding drug use in the context of models of dependency and compulsive behaviour (EMCDDA Insight) ○ Initiate work for a policy briefing on ethnic minorities (EMCDDA Drugs in focus) ○ Monitor ongoing developments in the measurement of prevalence of drug use among drivers and in driving accidents and responses ○ Initiate work for a report on drugs and tourism (EMCDDA Selected issue, 2012) ○ Initiate work for a report on addicted parents (EMCDDA Selected issue, 2012)

Cross Unit Project (CUPs)	
4.3. To facilitate work in the treatment area to ensure that overall approach is coherent, supportive and scientifically sound	○ Draft a common strategy on data collection and analyses on treatment and consequently promote the harmonisation of database structures ○ Elaborate a conceptual framework for 'drug treatment' (explore the concept: treatment demand, need, provision, uptake, access, barriers, quality, policies and outcomes) ○ Create an internal forum for critically assessing the EMCDDA's work in the treatment area and for sharing analytical insights ○ Propose a framework for improving scientific exchange on treatment monitoring in Europe and with partners from other regions
4.4. To coordinate and scale up work related to monitoring the prison setting through evaluating the availability of prison-related information on drugs at the EMCDDA	○ Draft a monitoring strategy on drug use and responses in prison setting, including the development of indicators ○ Map and review data collection instruments on prisons (quantitative and qualitative) ○ Analyse input and draft report on prisons (EMCDDA Selected issue, 2012) and organise a Reitox academy on the topic ○ Continue collaboration on prison issues with EU and international organisations
4.5. To provide a forum for identifying potential key policy-relevant analyses for future work at the EMCDDA including an assessment of their operational implications	○ Support new analyses and in-house peer exchange (scientific paper) ○ Review and evaluate new modelling approaches relevant to the EMCDDA's work(publish results of review of new incidence estimation approach - scientific paper) ○ Explore the use of meta-analysis of studies to assess effectiveness of interventions

5. Supply and supply reduction activities

Specific objectives	Main activities
5.1. To collect, analyse and report on the data on drug-related crime, supply and markets	o Prepare a report on cannabis markets and developments (EMCDDA Insight) o Reconstruct historical data on drug-law offences (continuation) and on drug tablets in Europe o Prepare a paper on drug couriers in Europe (EMCDDA Technical data sheet/Thematic paper) o Prepare a methodology for describing the Europe's specialised drug police units
5.2. To further analyse and report on drug markets in Europe	o Prepare a joint EMCDDA–Europol situation report on ecstasy (joint publication) o Conduct analysis necessary for a joint EMCDDA–Europol situation report on heroin (joint publication, 2012) o Draft a paper on 'Modelling drug markets: cannabis retail trafficking' (scientific paper)
Developmental areas	
5.3. To support the definition, development and adoption of key indicators in the area of supply, drug-related crime, supply reduction and drug market indicators	o Organise a second technical conference (following outcomes of the 2010 conference) on supply and supply reduction indicators o Strengthen the collaboration with external partners on drug supply and supply reduction (Europol and others) and seek consensus on measures and approaches required for the sustainable future collection of high-quality indicators o Create three expert working groups on drug markets, drug-related crime and drug supply reduction and prepare strategy papers/road maps for developing indicators in each area

6. Monitoring new trends and developments and assessing the risks of new substances

Specific objectives	Main activities
6.1. Implementation of the early warning mechanism	
6.1.1. To implement effectively the aspects of the Council decision on the information exchange, risk assessment and control of psychoactive substances (2005/387/JHA) that fall within the remit of the EMCDDA, such as the early warning system (EWS) and risk assessment exercise	○ Implement efficiently information exchange on new drugs (EWS) — timely notifications on new psychoactive substances, early warning substance profiles and regular updates of the European database on new drugs (EDND) ○ Maintain and further develop the Reitox EWS network; prepare a compendium of national EWS descriptions; provide rapid day-to-day feedback to national EWS; develop further the European database on new drugs (EDND) ○ Implement longer-term monitoring of new psychoactive substances (biannual EWS progress and final reports) ○ Assist the European Commission and the European Council with the assessment of Council Decision 2005/387/JHA; adapt rapidly the information exchange mechanism to the amended Council decision (if relevant) ○ If appropriate, prepare EMCDDA–Europol joint reports on a new psychoactive substance and undertake risk assessments; implement and operationalise further the new risk assessment guidelines (scientific article) ○ Prepare a publication on new groups of psychoactive substances in Europe (EMCDDA Monograph) ([2])
6.1.2. To integrate new information sources and enhance cooperation with forensic science networks	○ Implement structured Internet monitoring to assess the online availability of (new) psychoactive substances ○ Develop further links to forensic/toxicology laboratory networks ○ Compile a publication with the full set of drug profiles (booklet and poster) ○ Prepare two new online drug profiles (if appropriate)

([2]) Due to rapid and substantial developments in the field of new psychoactive substances, it was decided that the EMCDDA Insight on new groups of psychoactive substances in Europe planned for 2010 will be extended and published as a Monograph.

Specific objectives	Main activities
6.6.3. To maintain transparency and accountability and to strengthen cooperation with key partners	○ Report to the European Parliament, the Council and the European Commission on the implementation of the Council decision (Annual report) ○ Cooperate closely with Europol, EMA, the European Commission and the EMCDDA Scientific Committee
6.2. Emerging trends	
6.2.1. To further develop an integrated approach for data collection, monitoring and reporting on emerging drug trends	○ Start implementing an integrated approach for data collection, monitoring and information exchange on emerging drug trends ○ Produce a policy briefing on khat (EMCDDA Drugs in focus) ○ Produce a case study, topic to be defined (EMCDDA Thematic paper/Technical datasheet)
6.2.2. To pilot new data sources and a trend-spotting network	○ Further develop a methodology to use the Internet as an indicator for emerging drug trends (linked with implementation of the Council decision) ○ Initial implementation of structured monitoring of misuse of medicines (in the context of illicit drug use) in Europe (linked with the Council decision and in close cooperation with EMA) ○ Establish a network of 'trend spotters' and organise a kick-off meeting ○ Explore the feasibility of developing a multidisciplinary project to assess and monitor illicit drugs in wastewater; organise a small expert meeting on this topic and prepare an EMCDDA conference for 2012 (if financing is available)

7. Improving Europe's capacity to monitor and evaluate policies

Specific objectives	Main activities
7.1. To increase analysis of national laws and legal basis for interventions and increase their visibility	○ Prepare a policy briefing on responding to new psychoactive substances (EMCDDA Drugs in focus) ○ Draft and release two new topic overviews (Prison penalties and Prison healthcare rules) ○ Conceptualise an index for legal responses ○ Promote use of ELDD database
7.2. To examine specific drug policy models and better understand decision-making processes at the European, national and local levels	○ Prepare 'National drug policy profiles' (new EMCDDA series) ○ Review and develop frameworks for drug policy analysis ○ Conduct a study on drug policy advocacy groups in Europe (as part of a new series of drug policy actors in Europe)
7.3. To develop quality standards, guidelines in the drug policy evaluation field	○ Prepare European guidelines for the evaluation of national drug strategies (EMCDDA Manual) ○ Develop an online section on the evaluation of national drug strategies and action plans
7.4. To provide ongoing support to the EU drug policy review	○ Contribute to the evaluation of the EU drugs strategy and action plan ○ Provide appropriate support to the European Commission in this particular area
7.5. To fine-tune the standard table on public expenditure to allow better understanding of costs related to implementation of drug policies	○ Carry out analysis of the public expenditure data collected and fine-tune the standard table on public expenditure
7.6. To develop economic analysis on drug issues	○ Conduct an empirical analysis which will model the impact of unemployment on drug issues (scientific paper) and contribute to a collection of papers on this topic (scientific papers) ○ Draft further chapters for the 'Handbook of the economics of illicit drugs'

8. Good practice, guidelines and quality standards, and cooperation with the scientific community

Specific objectives	Main activities
8.1. To further develop and encourage exchange of information on evidence-based interventions	o Continue to participate in an EU project on prevention standards and other partnership activities on standards and guidelines for interventions, harm reduction and social rehabilitation o Undertake joint action to carry out international comparison of prevention standards (UNODC, the Canadian Centre on Substance Abuse and others) o Define a strategy to expand and promote best practices in Europe o Conduct exploratory analysis of the impact of the Best practice portal
8.2. To further develop the Best practice portal supporting evidence-based interventions	o Prepare analysis of 'History, methods and implementation of national treatment guidelines' (EMCDDA Selected issue) o Draft a policy briefing on 'Minimum quality standards of interventions' (Drugs in focus) o Develop the Best practice portal treatment module integrating indicator-based datasets o Launch work for a report on 'Therapeutic communities in Europe' (Insights, 2012)
8.3. To facilitate access to drug-related science and research and promote cooperation with the scientific community	o Create an overview of drug-related research in the EU and Member States o Promote and facilitate EU drug-related research, such as ERA-Net, Marie Curie and other research activities, in particular under the 7th Framework Programme for Research and Technological Development, and disseminate their results o Liaise regularly with the Commission to make use of existing EU funded research results in the field of illicit drugs and addiction related topics. o Support academic training programmes in the area of drugs and addiction o Continue to use the Scientific Committee to review and provide guidance on developments for the scientific audience o Draft a policy briefing on drug-related research (EMCDDA Drugs in focus) o Network with the scientific community and relevant organisations o Promote dissemination of EMCDDA scientific findings in the scientific community o Explore options for publishing in other scientific fora — journals, open source (cooperating

Specific objectives	Main activities
	with ISAJE)

II.2 Outputs

Output	Reference to specific objective in work programme	Notes on timing
Annual reporting		
Annual report on the state of the drugs problem in Europe	1.1	First draft: end February Consultation with Member States: April Incorporation of comments: May Translation: June–August Production: September–October Publication: November
Selected issues • History, methods and implementation of national treatment guidelines (NFP contribution mandatory) • Cost of treatment (NFP contribution voluntary) • Mortality related to drug use: a comprehensive approach and public health implications (NFP contribution voluntary)	8.2 3.1 2.3	To be launched at appropriate intervals throughout the year taking into account workload of authors
Statistical bulletin	1.2, 1.3	Consultation with Member States: April Incorporation of comments: May Publication: mid July
Country overviews (includes situation summary, data sheet and barometer)	1.1	Production: January–May Publication: mid July
National reports on the drug situation	1.1	Prepared by the NFPs Delivery to EMCDDA: 30 October. Publication on EMCDDA website: mid July
Support to the evaluation of the EU drugs strategy and action plan		
Situation and responses review since 2005	7.4	June 2011
Outputs linked to the implementation of Council decision on new psychoactive substances (2005/387/JHA)		
EMCDDA–Europol annual report on the implementation of Council Decision (2005/387/JHA) on the information exchange, risk assessment and control of new psychoactive substances	6.1.1	March 2011
Risk assessment report on a new psychoactive substance	6.1.1	If requested
Risk assessment report on Mephedrone		March 2011
EMCDDA–Europol joint report on a new psychoactive substance	6.1.1	If appropriate
Improved European database on new drugs (EDND)	6.1.2	Autumn 2011

Output	Reference to specific objective in work programme	Notes on timing
Compendium of national EWS descriptions (booklet)	6.1.1	Autumn 2011
Notifications of new psychoactive substances, early warnings; substance profiles	6.1.1	Ongoing
Drugs in focus policy briefings (titles indicative)		
Responding to psychoactive substances	7.1	March 2011
Minimum quality standards of interventions	8.2	end 2011
Drug-related research	8.3	April 2011
Khat	6.2	2011
Monographs		
New groups of psychoactive substances in Europe	6.1.1	2011
Insights		
Cannabis market and production in Europe	5.1	2011
Heroin-assisted treatment	3.1	July 2011
Understanding drug use in the context of models of dependency and compulsive behaviour	4.2	October 2011
Manuals		
Drug-related infectious diseases (DRID) protocol module (toolkit)	2.3.E	2011
Mortality cohort protocol (linked to DRD)	2.3.C	2011
European guidelines for the evaluation of national drug strategies	7.3	2011
National drug policy profiles		
(new series to be launched in 2011)	7.2	2011
Joint publications		
The European ecstasy market (EMCDDA–Europol)	5.2	Autumn 2011
Joint guidance on the prevention of infections among injecting drug users (ECDC–EMCDDA)	3.1	June 2011
Thematic papers and technical datasheets		
Emerging drug trends case study	6.2.1	2011
Drug couriers in Europe	5.1	2011
New methods for cross analysis of prevention trials (EU–US)	3.3	Early 2011

Output	Reference to specific objective in work programme	Notes on timing
Overview of European implementation of effective international prevention programmes	3.3	2011
Drug users' perspectives in quitting drug use (Voices)	2.5	Autumn 2011
Estimation of prevalence of daily cannabis use in Europe	2.5	2011
Assessing information availability on drug use and drug markets in Candidate and Potential Candidate Countries	III.1.5	
Drug profiles		
Full set of drug profiles already published online (booklet and poster)	6.1.2	Autumn 2011
Two new online drug profiles (if appropriate and depending on needs)	6.1.2	2011
Online tools and web-based resources		
EMCDDA public website	IV.1.3	Ongoing improvement of public website accessibility. Introduction of more theme/topic-based pages
Best practice portal (including maintenance of EDDRA, EIB and PERK, publication of GRADE profilers in relevant sections, further work on prevention, preparation of social reintegration module)	3.3, 3.4, 8.2	Ongoing update (treatment, prevention and harm reduction) and launch of new module (social reintegration)
ELDD (European legal database on drugs) and legal topic overviews: Prison penalties Prison healthcare rules	7.1	Ongoing update of website and legal topic overviews
Country intervention profiles	1.1, 3.1, 3.4	October 2011
General report of activities		
General report of activities including annual activity report of the EMCDDA's authorising officer (for 2010) (EN)	IV.3.6	March 2011 (with provisional accounts) May 2011 (with final accounts)
Drugnet Europe		
Drugnet Europe newsletter (4 issues)	IV.1.7	January, April, July, November

Articles in scientific journals (indicative)	**Ref. to specific objective in work programme**
One of the EMCDDA's priorities is to ensure that its findings feature regularly in scientific journals. The list below indicates articles that are expected to be published in 2011. However, please note that the review and revision process can be lengthy and not all submissions are likely to be accepted.	
Analysis of HCV trends	2.3.E
Analysis of risk factors	2.3.E
Polydrug use among 15- to 16-year-olds in Europe	2.4
Clients entering treatment for use of stimulants (2011–12)	2.4
Recent trends in heroin use and patterns	2.4
Combined European mortality cohort analysis (2011–12)	2.5
European overview of methods and estimations of cannabis dependence (2011–12)	2.5
Universal and selective prevention trends in Europe, 2007 to 2010	3.3
Media campaign interventions for the prevention of illicit drug use in young people (Cochrane review)	3.3
Heroin incidence	4.5
Modelling drug markets: cannabis retail trafficking	5.3
Modelling the impact of unemployment on drug treatment	7.6
Impact of economic downturn on drug phenomena	7.6

Participation in conferences and technical meetings
Throughout the year, the EMCDDA gets called upon to present its work and findings and lecture at numerous conferences, technical meetings and university course. A comprehensive list of these contributions will be presented in the General report of activities 2011.

External visits
Throughout the year, the EMCDDA gets called upon to communicate findings and messages face-to-face — in the form of visits and briefings for policymakers and other interested groups. A comprehensive list of these external visits will be presented in the General report of activities 2011.

III. Supporting drug policy dialogue and technical cooperation

1. International cooperation and collaboration with partners and technical assistance

Specific objectives	Main activities
EU institutions, agencies and civil society	
III.1.1. To ensure effective collaboration with European institutions, agencies and civil society on drug-related issues	○ Support drug policy dialogue at EU level by providing expertise and technical information to the European Parliament, the Council and the European Commission ○ Collaborate with European agencies on cross-cutting drug-related issues (Europol, ECDC, EMA) and explore areas of possible future cooperation with other agencies (FRA, CEPOL, EFSA, Frontex) ○ Collaborate with civil society and transnational networks
International partners	
III.1.2. To pursue technical cooperation with international partners on best practices in monitoring the drug situation	○ Exchange expertise, data and methodological information and tools with international partners such as: UNODC, WHO, Council of Europe Pompidou Group, CICAD, WCO, MAOC–N ○ Disseminate know-how on building regional drug information systems through the promotion of EMCDDA approaches and working methods, and using the joint Handbook on National Drug Observatories. ○ Support, as appropriate, the assessment of the UN declaration and plan of action ○ Ensure appropriate development of multinational and European health data collections projects (i.e. ECHI) ○ Contribute to various international conferences and expert meetings with EMCDDA expertise and experience
European Neighbourhood Policy countries and other third countries	
III.1.3. To provide technical support to the European Neighbourhood Policy (ENP) countries for their potential	○ Prepare and keep updated a strategy document for the extension of the Reitox network to ENP countries

Specific objectives	Main activities
future participation in the work of the EMCDDA	○ Finalise and start implementing the technical proposal for ENP technical assistance project ○ Contribute to various international and European conferences with EMCDDA expertise and experience
III.1.4. To coordinate, facilitate and support cooperation between the EMCDDA and other non-EU countries and organisations	○ Support the European Commission in relation to negotiations with non-EU countries regarding their future participation in the work of the EMCDDA in line with art. 21 of the EMCDDA recast regulation ○ Coordinate the negotiation, signing and implementation of the MoUs in line with art.20 of the EMCDDA recast regulation ○ Disseminate know-how on building national drug information systems through the promotion of the EMCDDA–CICAD joint manual (produced also in Arabic and Russian) ○ Update principles and methods for elaborating Country overviews of non-EU countries ○ Provide targeted support to EU-funded programmes if necessary resources are provided in line with the principles set out in the EMCDDA's international strategy
Technical assistance to candidate and potential candidate countries	
III.1.5. To prepare the candidate and potential countries to the EU for their participation in the EMCDDA	○ Implement IPA-3 technical assistance project 2010–11 ○ Finalise accounting and reporting for the IPA3 project funded under the ENPI interregional programme and/or TAIEX instrument ○ Prepare for updated/new online country overviews, information maps and national reports produced within the framework of the IPA 3 project ○ Draw up a thematic publication on 'Assessing information availability on drug use and drug markets in Candidate and Potential Candidate Countries' ○ Disseminate know-how on building national drug information systems through the promotion of the EMCDDA–CICAD joint manual in Croatian and Turkish ○ Drafting, signing and implementing IPA-4 technical assistance project 2011-2012

IV. Supporting the achievement of results

1. Communicating the EMCDDA's findings to external audiences

Specific objectives	Main activities
Up-to-date and pertinent communication strategy	
IV.1.1. To update the EMCDDA's communication strategy	○ Realign the communication strategy (last updated in 2007) with current needs introducing relevant developments in the communication area ○ Delineate an action plan to implement the strategy
Timeliness and quality of the EMCDDA products	
IV.1.2. To ensure publication of high-quality and timely products in line with targets committed to in the 2010–12 work programme	○ Publish, launch and disseminate the outputs listed in the 2011 outputs list (see p. 24) ○ Complete the guidance documents and work processes used for the production of different outputs ○ Renew the Service Level Agreement with the Publications Office stipulating areas where improvements are needed ○ Put in place additional framework contract(s) to support production of outputs
Getting the medium right	
IV.1.3. To develop online tools corresponding to audience needs and responsive to developments in technology	○ Continue to work on the reorganisation of the EMCDDA's public website ○ Implement the outcome of the Content Management Application (CMA) road map project (executed in 2010) ○ Implement a web governance strategy ○ Complete the development and implementation of the events management tool; develop a more streamlined approach to publishing news across multiple platforms
IV.1.4. To assure better quality and relevance of multilingual products	○ Continue to work with national focal points on the terminology/glossary project ○ Establish a more formalised approach with national focal points for collecting feedback on

Specific objectives	Main activities
	translation quality and linguistic revision of multilingual products o Analyse current multilingual policy and publishing strategy (in context of update to communication strategy)
Valorising outputs	
IV.1.5. To optimise dissemination activities	o Review dissemination channels and assess their value and main target audience reached o Better quantify and monitor all EMCDDA activities that disseminate results and information (e.g. presentations, conferences, technical meetings, briefings with policymakers) as well as dissemination activities aimed at other multipliers (e.g. scientific journals) o Continue to analyse print-runs and introduce more flexible and less costly print-on-demand option offered by EU bookshop; reinforce EU bookshop as the general public's gateway to EMCDDA publications o Improve national distribution channels through closer cooperation with NFPs and more flexible distribution approaches
Responding better to differentiated needs	
IV.1.6. To ensure that different target groups are reached with the most suitable channel/product	o Launch a survey to collect feedback from target user groups on relevance and importance of EMCDDA products o Devise a system to ensure improved coverage of relevant topics for **policymakers** o Find synergies through the work of the documentation team and scientific units for better reaching **scientific audiences** o Ensure better penetration of the **practitioners'** group through work with scientific teams to identify key stakeholders o Continue to serve **citizens** through appropriate use of website and social media and by launching awareness-raising products on international days o Improve web statistics and metrics to better understand needs of online visitors

Promoting active communication (media relations, events, briefings and conferences)	
IV.1.7. To enhance the EMCDDA's reputation and recognition as the European central reference point and authoritative information source in the drugs field	○ Launch a three-phase project 'Representing the EMCDDA' and further develop tools and training activities that facilitate a coherent presentation of the EMCDDA's purpose, values and identity (corporate identity and reputation management) ○ Launch a refresh of the EMCDDA Corporate identity and apply across products and premises ○ Promote excellence in public speaking, speech writing and presentation delivery by developing quality standards and supporting training activities ○ Continue to communicate the EMCDDA's findings and messages face-to-face — in the form of visits and briefings for policymakers and other interested groups as well as making presentations at conferences ○ Ensure that the internal Rapid Response Team (RRT) mechanism is highly operational ○ Take a more proactive stance to being represented at events/exhibitions; organise presence at key annual events (Annual report launch, 26 June, promotional fairs, CND) and international conferences ○ Continue to: build sound contacts and relations with journalists (from general and specialist publications); provide media-friendly information with clearly defined messages; and assess impact of media coverage; and provide media training to EMCDDA staff
Supporting scientific knowledge and research (library and documentation services)	
IV.1.8. To ensure access to information and recent scientific publications for EMCDDA staff through reliable and efficient information, library and documentation services	○ Provide and proactively disseminate information to support the research needs of the scientific staff, and other information needs within the EMCDDA ○ Evaluate, acquire and manage information resources and maintain facilities at the EMCDDA conducive to study and research ○ Assess the impact of the library and information services on EMCDDA research and output

2. Governance, management and networks

Specific objectives	Main activities
Internal organisation	
IV.2.1. To ensure efficient and effective functioning of the office by improving internal organisation and working processes	○ Evaluate the current work processes and management procedures and propose improvements ○ Revise internal coordination mechanisms
IV.2.2. To coordinate scientific activities to ensure that resources are managed efficiently, that objectives are achieved and that quality control of outputs is assured	○ Develop new organisational structure by setting up internal scientific management group for the Scientific division and any necessary supporting processes ○ Launch internal top-level review of scientific work including methods, contents, data collection tools and procedures to ensure they are fit for purpose and adequate for anticipated future needs (preparatory work for the next three-year work programme) ○ Define the EMCDDA scientific strategy and ensure its effective implementation ○ Hold regular editorial group meetings with the Communication team to ensure tracking and quality control of outputs ○ Maintain and further develop internal quality control mechanisms and ensure efficient coordination across all EMCDDA units supporting implementation of scientific activities ○ Encourage and coordinate transversal activities and analysis, including monitoring and reviewing progress made by the CUPs on prison, treatment and modelling ○ Ensure that the scientific work of the agency reflects the current obligations set out in the Regulation and reflected in the three-year and annual work programme as well as the needs of the EU drug strategy and action plan

Statutory bodies	
IV.2.3. To facilitate strategic decision-making processes and scientific advice by providing support to the EMCDDA statutory bodies	○ Coordinate, prepare and organise follow-up of the meetings and decisions of the Management Board, Executive Committee and Budget Committee ○ Assist and organise the work of the Scientific Committee
Reitox network	
IV.2.4 To further develop the functioning, management and visibility of the Reitiox network	○ Implement the Reitox development strategy ○ Improve the working processes and further consolidate the grant management system ○ Ensure visibility of the EMCDDA and Reitox data collection activities ○ Organise two Reitox Academies one on prisons and another one on a selected topic according to the specific capacity development needs

3. Administration and supporting core business

Specific objectives	Main activities
Human resources	
IV.3.1. To maintain high quality of personnel administration	○ Administrate personnel rights, entitlements, obligations and benefits ○ Implement effective and efficient recruitment procedures ○ Provide training to EMCDDA staff according to the priorities so as to strengthen staff capacity and performance ○ Draw up the multiannual staff policy plan

Specific objectives	Main activities
IV.3.2. To further develop efficient HR policies, procedures and tools	○ Enhance planning and organisation of training actions based on identified needs ○ Implement the online recruitment tool ○ Assess the appraisal and promotion/reclassification processes ○ Draft and implement a new reclassification process for contract staff ○ Further develop the human resources database (HRDB) and make it accessible to staff members
IV.3.3. To improve HR management and enhance scientific excellence and recognition of EMCDDA staff	○ Define and implement the EMCDDA HR strategy ○ Develop management competencies through training initiatives addressed at the EMCDDA's managers
Financial management	
IV.3.4. To ensure efficient and effective budget implementation	○ Make full use of the management and reporting functions of the ABAC system ○ Assess and evaluate procurement and contracting processes ○ Assess and analyse the internal control system ○ Improve processes for managing Reitox grant
Accounting	
IV.3.5. To develop cost-based accounting	○ Design a model for cost-based accounting ○ Conduct a pilot test to apply the model designed and identify the best solution for its implementation

Planning and reporting	
IV.3.6. To administer effectively and develop planning, monitoring and reporting processes	○ Coordinate the preparation of the 2010 General report of activities ○ Ensure timely planning for the 2012 work programme ○ Carry out mid-year monitoring of the implementation of the 2011 and 2010–12 work programme ○ Manage the 2011 budget and prepare the 2012 preliminary draft budget and the relevant reporting tools ○ Develop activity-based management (ABM) and budget processes and tools for planning, management and reporting, along with cost-based accounting ○ Prepare for introducing performance indicators to assist in monitoring achievements
Infrastructure and logistics	
IV.3.7. To improve work safety, sound environmental management and security in the buildings, including reducing utility costs and promoting use of renewable energy	○ Further develop warden system to ensure readiness and staff safety ○ Draw up service level agreements with concerned European Commission services for security-related issues ○ Promote use of renewable energy
IV.3.8. To ensure suitable work environment and related services, and improve efficiency and effectiveness through promoting a customer-oriented approach	○ Ensure services of premises and their maintenance ○ Improve access to services through intranet-based tools ○ Improve health and safety at work
ICT	
IV.3.9. To ensure planned upgrades and maintenance of data collection, data analysis and product dissemination instruments	○ Contribute to the implementation of the Data collection roadmap and the Data analysis programme by planning Fonte application development and contributing to the development of models for the future evolution of data architecture and supporting tools ○ Provide support and regular maintenance services, implementation of upgrades related to the annual cycle of drugs data collection, web content management operational services and

	maintenance (CMA) o Contribute to the finalisation of a CMA roadmap and its implementation
IV.3.10. To improve the reliability and quality of the services provided	o Ensure the running status and the operational maintenance of all ICT services in production o Plan and implement actions for infrastructure replacement and development, and business continuity o Improve service definition, and implement a 'Services catalogue'
IV.3.11. To increase efficiency in ICT resource utilisation	o Introduce and progressively implement a project evaluation matrix to track project planning and execution o Continue and improve use of established license and resource management o Establish incident, problem and configuration change procedures
IV.3.12. To contribute to the introduction of best practices and standards of governance, planning and service management	o Apply a Project and Project portfolio management approach for the planning, prioritising and follow up of projects and activities in their relation to the ICT work programme o Establish and implement an ICT resource utilisation strategy o Continue to introduce Information Technology Infrastructure Library (ITIL) recommendations

Abbreviations and acronyms

BPP	Best practice portal	HBSC	Health behaviour in school-aged children
CUP	Cross-unit project	GRADE	Grading of Recommendations Assessment, Development and Evaluation
DRD	Drug-related deaths	IDU	Injecting drug use
DRID	Drug-related infectious diseases	KI	Key indicator
EDDRA	European drug demand reduction action	NFP	National focal point
EC	European Commission	PDU	Problem drug use
EDND	European database on new drugs	PDU-R	Problem drug use revised
EIB	Evaluation instruments bank	PERK	Prevention evaluation resources kit
ELDD	European legal database on drugs	RRT	Rapid response team
ESPAD	European School Survey Project on Alcohol and Other Drugs	TDI	Treatment demand indicator
EWS	Early warning system		
GPS	General population survey		

EMCDDA 2010 work programme

Annexes (2 December 2010)

Contents

Annex 1

Potential risk factors

Risk factors

Throughout 2010, and in the framework of a more systematic risk assessment exercise, the EMCDDA has identified potential risk factors that could affect its planned deliveries. The table below lists the main potential risks that could negatively impact on the expected outputs and compliance with objectives of the EMCDDA. A brief assessment of the likelihood of occurrence and of the potential impact of the risks identified is also provided.

	Risk factors identified for delivery of the 2010–12 work programme	**Likelihood of impact on the 2011 work programme**
External risks with a direct link to specific fields of the annual work programme	1. Substantial change in the current financial perspectives for the EMCDDA budget relying on the EC grant over the 2010–12 period	The 2011 work programme has been drawn up on the basis of the EMCDDA's draft budget for 2011 which relies on EC funding of EUR 15 400 000. Any reduction in this sum could require outputs to be reviewed.
	2. Supplementary specific requests from EU institutions to provide technical support for the implementation of EC programmes and actions	An extensive number of core tasks in support of the EU institutions (contribution to the EU drugs strategy and action plan, implementation of the Council decision on new drugs, support to the second progress report for implementing the Council Recommendation of 18.6.2003, support to drug policy dialogue at the EU level by providing expertise and technical information to the European Parliament, the Council and the European Commission, amongst others) have been foreseen for 2011. However, additional requests from EU institutions to provide technical support for implementing actions and programmes would require priorities to be reviewed ([1]) and supplementary resources to be identified. Concerning, in particular, the implementation of the Council decision on new psychoactive substances, and in view of the high number of new substances (notably 'legal highs') appearing over a short time period, a significant risk exists that multiple risk assessment exercises will be required on these, which would pose an additional burden on the work programme and

		budget resources available.
	3. Supplementary requests from Member States and third parties to provide expertise in specific domains	The current level of requests can be accommodated in routine work, but a significant increase in demand for this type of expertise would need additional scientific resources dedicated to it and would need to be balanced against other priorities of the work programme ([1]).
	4. Lack of proper funding for the NFPs in the Member States	Decrease in the budgets allocated to the NFPs by the Member States may impact on the NFPs` capacity to fulfil their reporting obligations towards EMCDDA.
External events that might have an impact on the implementation of the annual work programme as a whole	5. Natural catastrophes: earthquakes (leading to possible tsunamis) or floods	The location of the EMCDDA new facilities, bordering the Tagus river, raises a potential risk of being affected by any of these natural catastrophes. The likely consequences of a major earthquake are hardly predictable and appropriate measures would have to be taken in order to deal with the resulting damages. The EMCDDA is presently located in an area of seismic activity. The likelihood of a tsunami comparable to the one that destroyed downtown Lisbon 255 years ago can be considered as very low, since it is clearly a rare phenomenon. A landslide of the building caused by earthquakes, although not very likely, cannot be ruled out. As regards Tagus flooding, some information available (notably a report issued by Unisys in 2008) leads us to believe that the potential risk here is low. On the other hand, it is conceivable that a combination of heavy rain with Tagus high tides could cause flooding of the underground car park. Further mitigating measures to deal with this risk will have to be agreed with the Administration of the Port of Lisbon (APL), the entity that owns the Cais do Sodré building.
	6. Terrorist attacks	The new facilities, as they are more visible than before, could, at least in theory, attract the attention of terrorist groups. The likelihood of such an event is considered as low, mostly because Portugal has no serious recent background of this kind of attack. Moreover, if the target of such actions were to be the EU institutions or the like, there are far more visible and emblematic institutions in Europe, a fact that should decrease the potential risk faced by the EMCDDA in this respect.

([1]) The process for reviewing priorities is as follows: identify projects/meetings/studies/recruitments that can be delayed, downsized or cancelled and reassign resources appropriately.

Internal risks	7. Risks in the Information Technology (IT) area	Throughout 2010, certain specific risks have been identified and assessed in this sensitive area: Governance risks, notably linked to a) suboptimal investment decisions in IT; b) existence of certain weaknesses in the management of IT projects, notably due to a lack of a proper definition of IT needs; c) the deployment in production of IT developments and applications not fully tested; and d) belated or unsatisfactory responses from IT services in cases of emergencies, mainly due to a lack of properly documented procedures. Mitigating measures to deal with these risks have already been set in place, of which the most important have been a) setting up of a register with a categorisation of IT investments; b) participation of the EMCDDA in interinstitutional Framework Contracts which has ensured good quality and reliability of services at advantageous prices; c) a separation between development and production systems has been defined and enforced internally to some extent; and d) documentation of processes has been improved and led to a number of best practice examples in the agency. A wide range of additional measures and actions is expected to reduce the existing risks to tolerable levels no later than 2012 a) implementation of a portfolio management approach including listing of projects to be selected in view of the top priorities of the agency; b) further development of a 'turn-key' (rather than 'man-days') project approach; c) enforcement of a clearer separation between development and production systems in IT, while seeking a segregation of duties amongst staff operating in those environments; and d) better documentation of procedures, to be carried out under the projects I–Assets 2010 and I–DeskM2009. Technical risks, notably linked to a) software configuration management problems resulting from hasty installations of software, compounded by the absence of a properly developed configuration management system; b) lack of or inconsistent application of patching procedures, compounded by poor documentation of interventions and systems updates; and c) security violations, due to the lack of adequately documented procedures in the IT area. As a result of these weaknesses, negative effects on business continuity and recovery in case of events entailing loss of data and/or of operational capacity would most likely ensue, as they have

		already materialised in the past. Although not yet fully sufficient in view of the agency's needs, most relevant mitigating measures have already been implemented, such as a) setting up of an automatic monitoring system to deal with installed configurations, coupled with audits of configurations of specific systems; b) 'ad hoc' testing of potential consequences emerging from patching procedural weaknesses; c) contracting of assistance services in emergency cases where necessary. A business continuity plan (BCP) meant to deal also with these risks is presently under preparation. Furthermore, a comprehensive set of additional measures has been foreseen, it being expected that the existing risks in this field will be further reduced to nearly tolerable levels in 2011: a 'Definitive Software Library' is expected to be set up before the end of 2010, a fully fledged BCP will be set up in the course of 2011, the implementation of the I–DeskM2009 project will address most of the software configuration management issues, a proper definition of patching specific procedures has been planned and the contracting of external audits, on areas deemed as particularly security sensitive, are amongst the most important initiatives for dealing with these risks.
	8. Unexpected departure of key members of staff	Given the highly specialised and technical nature of much of the agency's work, finding suitable replacements can be a time-consuming task. The EMCDDA 2010 reorganisation of scientific units provides sounder back-up arrangements for all staff concerned, whilst allowing a wider decentralisation of responsibilities in this key area. Investment in human resources ensures that arising needs can be acted upon with minimum delay in most cases.

Risk management

The worst case scenario would be linked to a major earthquake leading to a tsunami. As hinted above, an emergency/salvage plan conceived to address the resulting damages would be needed. Even so, disruption of the EMCDDA activities would probably ensue, the respective duration being dependent on the severity of the catastrophe and of the promptness of the aid received from public and/or private sources.

It is to be noted that a very comprehensive insurance contract covering inter alia adverse effects arising from earthquakes, landslides, floods and terrorist attacks has been signed in 2010 and would provide the necessary financial compensation in case such events materialise. The responsibility for further measures aimed at mitigating the risk of floods at the building belong to its owner, the APL, as stipulated under the leasing contract.

Regarding specifically the IT area linked risks, the main consequences would be felt on business continuity and could also affect sound financial management, the latter to the extent that suboptimal investments in IT could occur, both in terms of purchases made and 'value for money' obtained thereby. To be noted, however, that the actions already taken coupled with those under implementation and planned are expected to bring these risks down to tolerable levels no later than 2012.

Apart from the situations mentioned in the paragraphs above, the types of consequences that could arise from the listed risks would sequentially be:

a) reduced activities in support of partners and for non-core tasks;

b) delay or postponement of necessary developmental work, support and capacity-building activities;

c) reduction in capacity for analytical work and transversal products;

d) reduction in the scope or quality of planned outputs.

Except for major catastrophes (notably tsunamis), should any of the above scenarios occur, a detailed assessment of their impact both in budgetary and operational terms would have to be conducted. The implications of this assessment would then need to be considered in terms of the overall priorities of the work programme.

In case of major catastrophes, further measures would of course be needed.

The EMCDDA will use and further strengthen its internal monitoring and evaluation capacity to prevent, manage and minimise the impact of the abovementioned risks. For this purpose, it has adopted a series of measures aimed at improving the planning, monitoring, assessment and execution of its work programme and budget, amongst which the recruitment of a staff member to deal with activity planning and monitoring is worth mentioning.

Annex 2: Estimated allocation/use of the appropriations provided under the EMCDDA 2011 budget for the implementation of the EMCDDA 2011 work programme (WP)

The amounts indicated in the table below are based on the EMCDDA's budget for 2011 that the EMCDDA's Management Board should adopt in December 2010. This budget relies on the following revenues:

- EUR 15.400.000 to be provided by the EC 2010 subsidy to the EMCDDA;
- EUR 409.938 to be provided by Norway for its participation in the EMCDDA;
- EUR 100.000 to be provided by Turkey's for the first year of its participation in the EMCDDA

Furthermore the EMCDDA's 2011 budget enters as assigned appropriations a financing of EUR 400.000 from the IPA programme for the implementation of a project for technical assistance aimed at the «Preparation of IPA Beneficiaries for their participation in the EMCDDA » (IPA 3 project – 2nd year).
The tables below present the estimated allocation of the EMCDDA's 2011 budget appropriations for the implementation of the EMCDDA's 2011 work programme:

a) Vertical operations

(Core business pursuant to the priority areas of activities defined in the EMCDDA founding regulation)

Objectives and activities	Main organisational actors for implementation	Assigned human resources (fte/year)[2]					Allocated budget resources – Non assigned appropriations (€)		
		O	TA	CA	SNE	Total HR	For direct cost of operations[3]	For indirect cost of operations[4]	Total budget
1. Core monitoring activities	Scientific director (SDI)	1,00	2,90			3,90	439.342	306.417	745.759
2. Key indicators and monitoring the epidemiology of the drug situation	EPI	0,70	6,20	3,90		10,80	1.086.263	848.539	1.934.802
3. Monitoring responses, interventions and solutions applied to drug-related problems	IBS	1,50	2,10	0,90		4,50	480.579	353.558	834.137
4. Transversal analysis	SDI + CUPs	0,30	1,80	0,20		2,30	222.617	180.707	403.324
5. Supply and supply reduction	SAT		2,50		1,00	3,50	351.163	274.990	626.153
6. Monitoring new trends and developments and assessing the risks of new substances	SAT		2,50	1,00		3,50	381.970	274.990	656.960
7. Improving Europe's capacity to monitor and evaluate policies	POL		4,80	1,00		5,80	571.846	455.697	1.027.543
8. Good practice, guidelines and quality standards, and cooperation with the scientific community	IBS	0,50	3,20			3,70	399.907	290.703	690.610
Total		**4,00**	**26,00**	**7,00**	**1,00**	**38,00**	**3.933.687,00**	**2.985.601,00**	**6.919.288,00**

[2] Fte/year = full time equivalent per year; O = officials; TA = temporary agents; CA = contract agents; SNE = seconded national experts
[3] Appropriations for cost/expenditure for operational activities and staff directly involved in the implementation of the EMCDDA mission/task/WP
[4] Overheads, i.e. appropriations for cost/expenditure for activities, equipment, infrastructure and staff that indirectly aim at implementing the EMCDDA mission/task/WP, as their immediate aim is to support operational activities and staff. These overheads are distributed to operational activities in proportion of the human resources assigned for the implementation of these activities.

b) Transversal operations

Objectives and activities	Main organisational actors for implementation	Assigned human resources (fte/year)[1]					Allocated budget resources – Non assigned appropriations (€)		
		O	TA	CA	SNE	Total HR	For direct cost of operations[2]	For indirect cost of operations[3]	Total budget
9. Communicating the EMCDDA's findings to external audiences (including translation)	COM	1,00	9,00	2,00		12,00	2.049.043	942.821	2.991.864
10. Governance, management and networks	Executive and Corporate Management (Dir+DIR office +Governing bodies' activities)	3,00	6,00	2,00		11,00	1.161.380	864.253	2.025.633
	RTX (network coordination +NFPs' co-financed activities)	1,00	2,50	1,00		4,50	3.039.680	353.558	3.393.238
11. International cooperation and collaboration with partners and technical assistance	RTX (international cooperation)	0,00	1,50	1,00		2,50	383.495	196.421	579.916
Total		**5,00**	**19,00**	**6,00**		**30,00**	**6.633.598,00**	**2.357.053,00**	**8.990.651,00**
GRAND TOTAL FOR OPERATIONS (a + b)		**9,00**	**45,00**	**13,00**	**1,00**	**68,00**	**10.567.285,00**	**5.342.654,00**	**15.909.939,00**

c) Support to operations

Objectives and activities	Main organisational actors for implementation	Assigned human resources (fte/year)[1]					Allocated budget resources for direct cost of supporting activities to be distributed to operations[3]– Non assigned appropriations (€)
		O	TA	CA	SNE	Total HR	
12. Administration (infrastructure and resources/assets management)	ADM	3,00	13,00	7,00		23,00	3.815.275
13. ICT support,(equipment and services)	ICT	1,00	7,00	3,00		11,00	1.527.379
Total		**4,00**	**20,00**	**10,00**		**34,00**	**5.342.654,00**

[1] Fte/year = full time equivalent per year; O = officials; TA = temporary agents; CA = contract agents; SNE = seconded national experts
[2] Appropriations for cost/expenditure for operational activities and staff directly involved in the implementation of the EMCDDA mission/task/WP
[3] Overheads, i.e. appropriations for cost/expenditure for activities, equipment, infrastructure and staff that indirectly aim at implementing the EMCDDA mission/task/WP, as their immediate aim is to support operational activities and staff. These overheads are distributed to operational activities in proportion of the human resources assigned for the implementation of these activities.

d) Special projects

(Funded by supplementary appropriations from EU budget on top of the EU regular annual subsidy to the EMCDDA**)**

Objectives and activities	Main organisational actors for implementation	Assigned human resources (fte/year)[1]					Allocated budget resources – Assigned appropriations (€)		
		O	TA	CA	SNE	Total HR	For direct cost of operations[2]	For indirect cost of operations[3]	Total budget
14. Preparation of IPA Beneficiaries Countries for their participation in the EMCDDA (IPA 3 project)	RTX (IPA 3)			2,00		**2,00**	497.500	2.500	**500.000**

[1] Fte/year = full time equivalent per year; O = officials; TA = temporary agents; CA = contract agents; SNE = seconded national experts

[2] Appropriations for cost/expenditure for operational activities and staff directly involved in the implementation of the EMCDDA mission/task/WP

[3] Overheads, i.e. appropriations for cost/expenditure for activities, equipment, infrastructure and staff that indirectly aim at implementing the EMCDDA mission/task/WP, as their immediate aim is to support operational activities and staff. These overheads are distributed to operational activities in proportion of the human resources assigned for the implementation of these activities.

Annex 3: List of the national focal points beneficiaries of the Reitox grant

Beneficiaries for the Grant Agreement in 2011

Please note that unless there is a reorganisation within the national public administration of the beneficiary countries, the beneficiaries of the grant are the same each year. Based on the decision of the Management Board of the EMCDDA in December 2007 the maximum amount of the Grant receivable by the Focal Points is indexed annually by 2% in order to maintain the real value of the grant. As such the maximum amount of the Grant per country in 2011 will be 103.173 €. The potential beneficiaries for 2011 are:

- Gesundheit Österreich GmbH, Stubenring 6 ; 1010 Wien ; Austria
- Scientific Institute of Public Health - Patrimoine (IPH - Patrimoine), Rue Juliette Wytsman, n° 14 ; 1050 Brussels ; Belgium
- National Centre for Addictions (NCA BG), Pirotska str. 117; 1303 Sofia, Bulgaria
- ΕΘΝΙΚΟ ΚΕΝΤΡΟ ΤΕΚΜΗΡΙΩΣΗΣ ΚΑΙ ΠΛΗΡΟΦΟΡΗΣΗΣ ΓΙΑ ΤΑ ΝΑΡΚΩΤΙΚΑ (Cyprus National Monitoring Centre for Drugs and Drug Addiction - ΕΚΤΕΡΝ), Antidrugs Council, Magnolia Center - Offices 11-12; Strovolos Avenue n° 32; 2018 Nicosia, Cyprus
- Úřad vlády České republiky (Office of the Government of the Czech Republic), Nabřeží Edvarda Beneše n° 4; 118 01 Praha 1 - Malá Strana; Czech Republic
- National Board of Health (Sundhedsstyrelsen), Islands Brygge, n° 67 ; 2300 Copenhagen S ; Denmark
- Tervise Arengu Instituut (National Institute for Health Development - NIHD), Hiiu Street n° 42; 11619 Tallinn; Estonia
- National Institute for Health and Welfare (THL), Mannerheimintie 166 ; 00271 Helsinki ; Finland
- Observatoire Français des Drogues et des Toxicomanies (OFDT), Avenue du Stade de France 3 ; 93218 Saint Denis La Plaine Cedex ; France
- Institut für Therapieforschung (IFT), Parzivalstrasse 25 ; 80804 Munich; Germany
- University Mental Health Research Institute - Greek Reitox Focal Point (UMHRI), 2, Soranou tou Efesiou, Papagou; 115 27 Athens; Greece
- Országos Epidemiológiai Központ (National Center for Epidemiology), Gyáli út n° 2-6; 1097 Budapest; Hungary
- Health Research Board (HRB), Lower Baggot Street 73 ; Dublin 2 ; Éire / Ireland
- Presidenza del Consiglio dei Ministri – Dipartimento Politiche Antidroga, Via della Vite 13 ; 00187 Roma ; Italy
- Veselibas Ekonomikas Centrs - The Centre of Health Economics (CHE), Duntes Street No. 12/22 LV-1005 Riga; Latvia
- Narkotikų Kontrolės Departamentas Prie Lietuvos Respublikos Vyriausybės (Drug Control Department under the Government of the Republic of Lithuania - DCD), Šv. Stepono n° 27; 01139 Vilnius; Lithuania
- Centre de Recherche Public - Santé (CRP-Santé), Rue Dicks 18 ; 1417 Luxembourg ; Grand Duchy of Luxembourg
- Ministry for the Family and Social Solidarity (MFSS), Republic Street; Palazzo Ferreria; CMR02 Valletta; Malta
- Stichting Trimbos-Instituut, Da Costakade, n° 45 ; 3521 VS Utrecht ; the Netherlands
- Krajowe Biuro Do Spraw Przeciwdzialania Narkomanii (National Bureau for Drug Prevention - Polish National Focal Point), ul. Dereniowa n° 52-54; 02-776 Warsaw; Poland
- Instituto da Droga e da Toxicodependência (IDT), Praça de Alvalade, n° 7 – 6º ; 1700 - 036 Lisboa ; Portugal
- Inspectorate General Politiei Romane - IGRP, 13-15 Stefan Cel Mare Avenue, Bucharest ; Romania
- Úrad vlády Slovenskej republiky (Office of the Government of the Slovak Republic), Námestie slobody n° 1; 813 70 Bratislava; Slovak Republic
- Inštitut za Varovanje Zdravja Republike Slovenije (Institute of Public Health of the Republic of Slovenia), Trubarjeva n° 2; 1000 Ljubljana; Slovenia
- Government Delegation for the National Plan on Drugs, Calle Recoletos 22 ; 28001 Madrid; Spain
- National Institute of Public Health - Statens Folkhälsoinstitut (FHI), SE 831 40 Östersund; Sweden
- Department of Health - Sexual Health and Substance Misuse, Waterloo Road, Wellington House 133-155, London SE1 8UG, United Kingdom

Annex 4: Template of the 2011 Reitox grant agreement

GRANT AGREEMENT FOR AN ACTION

AGREEMENT N° GA.11.RTX.###.1.0

The European Union ("the Union"), represented by the European Monitoring Centre for Drugs and Drug Addiction ("the EMCDDA"), itself represented for the purposes of signature of this agreement by Alexis GOOSDEEL, Head of REITOX Coordination and International Cooperation Unit

of the one part,

and

[full official name]

[official legal form]

[official registration no]

[full official address]

[VAT number],

("the beneficiary"), represented for the purposes of signature of this agreement by [name, forename and function]

of the other part,

hereafter referred to as "the parties to the agreement"

Whereas Council Regulation (EEC) No 302/93 on the establishment of the European Monitoring Centre for Drugs and Drug Addiction provides, in Article 5, for the European Information Network on Drugs and Drug Addiction (REITOX), forming the infrastructure for collecting and exchanging information and documentation;

Whereas REITOX National Focal Points have officially been designated in all Member States and are fully operational throughout the lifetime of the present grant agreement;

Whereas the Management Board of the EMCDDA has unanimously decided on 3-5 July 2002, to establish a grant based system between the EMCDDA and the REITOX National Focal Points;

Whereas the Management Board of the EMCDDA has adopted unanimously on 15-17 January 2003, the 'Operating framework for the REITOX system';

Whereas the Management Board of the EMCDDA has adopted unanimously on 1-2 July 2009 the 2010-2012 work programme of the EMCDDA;

Whereas the Management Board of the EMCDDA has adopted unanimously on 9-10 December 2010 (TBC), the structure and content of the work programme for 2011, and the corresponding division of credits for 2011;

Whereas the Management Board of the EMCDDA has adopted unanimously on 9-10 December 2010 (TBC), the 2011 budget and the carry over of credits from the 2010 financial year to the year 2011.

HAVE AGREED

the Special Conditions and General Conditions below, and the following Annexes:

Annex I	Description of the action
Annex II	Estimated budget of the action
Annex III	Technical and financial implementation reports to be submitted
Annex IV	Guidelines for 2011 national reporting
Annex V	Interim Financial Reporting Template
Annex VI	Final Financial Reporting Template
Annex VII	Summary statement of expenses template
Annex VIII	Provisional schedule of 2011 EMCDDA meetings

which form an integral part of this agreement (" the agreement").

The terms set out in the Special Conditions shall take precedence over those in the other parts of the agreement.

The terms of the General Conditions shall take precedence over those in the Annexes.

I – SPECIAL CONDITIONS

ARTICLE I.1 - PURPOSE

I.1.1 The EMCDDA has decided to award a grant, under the terms and conditions set out in the Special Conditions, the General Conditions and the Annexes to the agreement, which the beneficiary hereby declares that he has taken note of and accepts, for the action entitled **'Active contribution by the National Focal Point to the implementation of the EMCDDA 2011 work programme"**("the action").

I.1.2 The beneficiary accepts the grant and undertakes to do everything in his power to carry out the action as described in Annex I, acting on his own responsibility. This includes the participation in the meetings organized periodically by the EMCDDA, described in Annex VIII - Provisional schedule of 2011 EMCDDA meetings.

ARTICLE I.2 – DURATION

I.2.1 The agreement shall enter into force on the date when the last of the two parties signs.

I.2.2 The action shall run from **1 January 2011** ("starting date of the action"; or from the date on which the beneficiary officially requested the grant) until **31 December 2011**.

ARTICLE I.3 – FINANCING THE ACTION

I.3.1 The total cost of the action is estimated at **EUR […]**, as shown in the estimated budget in Annex II. That budget shall give a detailed breakdown of the costs that are eligible for Unit funding under the terms of Article II.14, of any other costs that the action may entail, and of all receipts, so that receipts and costs balance.

I.3.2 The total eligible costs of the action are estimated at **EUR […]**, as shown in the estimated budget in Annex II.

Indirect costs are eligible at a flat rate of 7% of the total direct costs eligible, subject to the conditions laid down in Article II.14.3.

I.3.3 The EMCDDA shall contribute with **50%** of the actual eligible costs approved by the EMCDDA, up to a maximum of 103.173 **EUR (one hundred and three thousand, one hundred seventy three euro)**. The final amount of the grant shall be determined as specified in Article II.17, without prejudice to Article II.19.

I.3.4 By way of exception to Article II.13, the beneficiary may, when carrying out the action, adjust the estimated budget by making transfers between the six headings of eligible costs, provided that this adjustment of expenditure does not affect the implementation of the action and transfer between the six headings does not exceed 10% of the amount of each heading of eligible costs for which the transfer is intended, and without exceeding the total eligible costs indicated in paragraph 2. ,. The beneficiary shall inform the EMCDDA accordingly in writing.

I.3.5 By way of derogation from Article II.16.1, any conversion of actual costs into euro shall be made at the annual average of the monthly exchange rate published at the Official Journal of the European Union, or, failing that, at the annual average of the monthly accounting rate established by the Commission and published on its website. The year to be considered for the calculation of the above mentioned annual average, shall correspond to the duration of this agreement, as laid down in Article I.2.2 above.

ARTICLE I.4 –PAYMENT ARRANGEMENTS

I.4.1 Pre-financing:

Within **45** days of the date when the signed agreement is returned by the beneficiary and upon receipt of the request for pre-financing, a payment representing a maximum of **40%** of the total amount of the grant specified in Article I.3.3. shall be made to the beneficiary, providing that the balance payment for the previous year grant agreement with the EMCDDA was settled.

I.4.2 Interim payment:

Every request for interim payment shall be accompanied by the interim technical and financial implementation reports specified in Article II.15.3. The EMCDDA shall have **45** days to approve or reject the documents in question or to request additional supporting documents or information under the procedure laid down in Article II.15.3. In that case, the beneficiary shall have **45** days to submit the additional information or documents requested.

The amount of the interim payment shall be determined on the basis of the eligible costs actually incurred, as shown in the interim statement and approved by the EMCDDA. In no circumstances may the interim payment exceed **80%** of maximum amount of the grant specified in Article I.3.3. The amount of any pre-financing previously paid to the beneficiary shall be deducted.

The interim payment shall be made to the beneficiary within **45** days following approval by the EMCDDA of the documents accompanying the request for interim payment.

The EMCDDA may suspend the period for payment in accordance with the procedure in Article II.16.2.

I.4.3 Payment of the balance

The request for payment of the balance shall be accompanied by the final technical and financial implementation reports specified in Article II.15.4 and by an external audit report on the action's accounts. The EMCDDA shall have **45** days to approve or reject the documents in question or to request additional supporting documents or information under the procedure laid down in Article II.15.4. In that case the beneficiary shall have **45** days to submit the additional information or new documents requested.

A payment representing the balance of the grant determined in accordance with Article II.17 shall be made to the beneficiary within **45** days following approval by the EMCDDA of the documents accompanying the request for payment of the balance.

The EMCDDA may suspend the period for payment in accordance with the procedure in Article II.16.2.

ARTICLE I.5 – SUBMISSION OF REPORTS AND OTHER DOCUMENTS

The provisions relating to the production of the technical and financial implementation reports and other documents referred to in Article I.4 are contained in Annex III.

ARTICLE I.6 – BANK ACCOUNT

Payments shall be made to the beneficiary's bank account or sub-account denominated in euro, as indicated in the financial identification form which was attached to the grant request.

This account or sub-account shall allow the funds paid by the EMCDDA to be identified.

The beneficiary shall inform the EMCDDA in writing each time the concerned bank account or sub-account have changed, by sending a new signed and stamped financial identification form with the new bank account or sub-account details.

If the funds paid to this account yield interest or equivalent benefits under the law of the State on whose territory the account is opened, such interest or benefits shall, if they are generated by pre-financing payments, be recovered by the EMCDDA as specified in Article II.16.4.

ARTICLE I.7 –GENERAL ADMINISTRATIVE PROVISIONS

I.7.1 Any communication - such as requests for payment, technical and financial information, reports and any other correspondence - in connection with the agreement shall be in writing, indicating the number of the agreement, and shall be sent to the following persons and addresses:

For the beneficiary :

Mr/Mrs ……

Head of [country] Focal Point / Permanent NFP contact person

[Official denomination] …….

[Full official address] ……

For the EMCDDA :

Mr. Frédéric DENECKER

REITOX Network Manager

European Monitoring Centre for Drugs and Drug Addiction

Cais do Sodré

PT - 1249-289 Lisbon

Portugal

I.7.2 In the event of modifications in the aforementioned persons and/or contact data, each concerned party commits itself to communicate in written to the other party the occurred modification within the best delay.

In the above mentioned circumstances or in case of impediment of one of the above persons, each concerned party commits itself to ensure the continuity of the respective functions and namely, to communicate to the other party, the name and contacts of the person who will ensure the necessary replacement.

ARTICLE I.8 – LAW APPLICABLE AND COMPETENT COURT

The grant is governed by the terms of the agreement, the Union law applicable and, on a subsidiary basis, by the law of Portugal relating to grants.

Any dispute between the parties arising from the interpretation or application of the provisions of the agreement, which cannot be settled amicably, shall be brought before the Court of First Instance of the European Union and, in the event of appeal, the Court of Justice of the European Union.

ARTICLE I.9 – OWNERSHIP / USE OF RESULTS

I.9.1 Ownership of the results of the action, including intellectual property rights, and of the reports and other documents related to it shall be vested, on an equal basis, in both the EMCDDA and the beneficiary.

I.9.2 Both the EMCDDA and the beneficiary grant each other the right to make free use of the results of the action as they deem fit, provided they do not thereby breach their respective confidentiality obligations or existing intellectual property rights.

ARTICLE I.10 – DATA PROTECTION

All personal data contained in the agreement shall be processed in accordance with Regulation (EC) No 45/2001 of the European Parliament and of the Council on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Such data shall be processed solely in connection with the implementation and follow-up of the agreement by the EMCDDA, without prejudice to the possibility of passing the data to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel and/or to the European Anti-Fraud Office (OLAF) for the purposes of safeguarding the financial interests of the Union.

Beneficiaries may, on written request, gain access to their personal data and correct any information that is inaccurate or incomplete. They should address any questions regarding the processing of their personal data to the EMCDDA. Beneficiaries may lodge a complaint against the processing of their personal data with the European Data Protection Supervisor at any time.

II –GENERAL CONDITIONS

PART A: LEGAL AND ADMINISTRATIVE PROVISIONS

ARTICLE II.1 – LIABILITY

II.1.1 The beneficiary shall have sole responsibility for complying with any legal obligations incumbent on him.

II.1.2 The EMCDDA shall not, in any circumstances or on any grounds, be held liable in the event of a claim under the agreement relating to any damage caused during the action's execution. Consequently, the EMCDDA will not entertain any request for indemnity or reimbursement accompanying any such claim.

II.1.3 Except in cases of *force majeure*, the beneficiary shall make good any damage sustained by the EMCDDA as a result of the execution or faulty execution of the action.

II.1.4 The beneficiary shall bear sole liability *vis-à-vis* third parties, including for damage of any kind sustained by them while the action is being carried out.

ARTICLE II.2 – CONFLICT OF INTERESTS

II.2.1 The beneficiary undertakes to take all the necessary measures to prevent any risk of conflicts of interests which could affect the impartial and objective performance of the agreement. Such conflict of interests could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

II.2.2. Any situation constituting or likely to lead to a conflict of interests during the performance of the agreement must be brought to the attention of the EMCDDA, in writing, without delay. The beneficiary shall undertake to take whatever steps are necessary to rectify this situation at once.

II.2.3. The EMCDDA reserves the right to check that the measures taken are appropriate and may demand that the beneficiary take additional measures, if necessary, within a certain time.

ARTICLE II.3 - OWNERSHIP/USE OF THE RESULTS

II.3.1 Unless stipulated otherwise in the agreement, ownership of the results of the action, including industrial and intellectual property rights, and of the reports and other documents relating to it shall be vested in the beneficiary.

II.3.2 Notwithstanding paragraph 1, the beneficiary grants the EMCDDA the right to make free use of the results of the action as it deems fit, provided it does not thereby breach its confidentiality obligations or existing industrial and intellectual property rights.

ARTICLE II.4 – CONFIDENTIALITY

The EMCDDA and the beneficiary undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

ARTICLE II.5 – PUBLICITY

II.5.1 Unless the EMCDDA requests otherwise, any communication or publication by the beneficiary about the action, including at a conference or seminar, shall indicate that the action has received funding from the Union.

Any communication or publication by the beneficiary, in any form and medium, shall indicate that sole responsibility lies with the author and that the EMCDDA is not responsible for any use that may be made of the information contained therein.

II.5.2 The beneficiary authorises the EMCDDA to publish the following information in any form and medium, including via the Internet:

- the beneficiary's name and the address,
- the subject and purpose of the grant,
- the amount granted and the proportion of the action's total cost covered by the funding.

Upon a reasoned and duly substantiated request by the beneficiary, the EMCDDA may agree to forgo such publicity if disclosure of the information indicated above would risk compromising the beneficiary's security or prejudicing his commercial interests.

ARTICLE II.6 – EVALUATION

Whenever the EMCDDA carries out an interim or final evaluation of the action's impact measured against the objectives of the EMCDDA work programme concerned, the beneficiary undertakes to make available to the EMCDDA and/or persons authorised by it all documents or information liable, by their nature, to permit the evaluation to be successfully completed and to give them the rights of access specified in Article II.19.

ARTICLE II.7 – SUSPENSION

II.7.1 The beneficiary may suspend implementation of the action if exceptional circumstances make this impossible or excessively difficult, notably in the event of *force majeure*. He shall inform the EMCDDA without delay, giving all the necessary reasons and details and the foreseeable date of resumption.

II.7.2 If the EMCDDA does not terminate the agreement under Article II.11.2, the beneficiary shall resume implementation once circumstances allow and shall inform the EMCDDA accordingly. The duration of the action shall be extended by a period equivalent to the length of the suspension. In accordance with Article II.13, a supplementary written agreement shall be concluded to extend the duration of the action and to make any amendments that may be necessary to adapt the action to the new implementing conditions.

ARTICLE II.8 – FORCE MAJEURE

II.8.1 *Force majeure* shall mean any unforeseeable exceptional situation or event beyond the parties' control which prevents either of them from performing any of their obligations under this agreement, was not attributable to error or negligence on their part, and proves insurmountable in spite of all due diligence. Defects in equipment or material or delays in making them available (unless due to *force majeure*) , labour disputes, strikes or financial difficulties cannot be invoked as *force majeure* by the defaulting party.

II.8.2 If either party is faced with *force majeure*, it shall notify the other party without delay by registered letter with acknowledgement of receipt or equivalent, stating the nature, probable duration and foreseeable effects.

II.8.3 Neither of the parties shall be held in breach of their obligations under the agreement if they are prevented from fulfilling them by *force majeure*. The parties shall make every effort to minimize damage to a minimum.

II.8.4. The action may be suspended in accordance with Article II.7.

ARTICLE II.9 – AWARD OF CONTRACTS

II.9.1 If the beneficiary has to conclude contracts in order to carry out the action and the corresponding costs are included in one of the headings of eligible costs according to the estimated budget, he shall award the contract to the bid offering best value for money; in doing so he shall take care to avoid any conflict of interests.

II.9.2 Contracts as referred to in paragraph 1 may be awarded only in the following cases:

(a) they may only cover the execution of a limited part of the action;

(b) recourse to the award of contracts must be justified having regard to the nature of the action and what is necessary for its implementation;

(c) the tasks concerned must be set out in Annex I and the corresponding estimated costs must be set out in detail in the budget estimation in Annex II.

(d) any recourse to the award of contracts while the action is under way, if not provided for in the initial grant application, shall be subject to prior written authorisation by the EMCDDA.

(e) the beneficiary shall retain sole responsibility for carrying out the action and for compliance with the provisions of the agreement. The beneficiary must undertake to make the

necessary arrangements to ensure that the contractor waives all rights in respect of the EMCDDA under the agreement.

(f) the beneficiary must undertake to ensure that the conditions applicable to him under Articles II.1, II.2, II.3, II.4, II.5, II.6, II.10 and II.19 of the agreement are also applicable to the contractor.

ARTICLE II.10 – ASSIGNMENT

II.10.1 Claims against the EMCDDA may not be transferred.

II.10.2. In exceptional circumstances, where the situation warrants it, the EMCDDA may authorise the assignment to a third party of the agreement and payments flowing from it, following a written request to that effect, giving reasons, from the beneficiary. If the EMCDDA agrees, it must make its agreement known in writing before the proposed assignment takes place. In the absence of the above authorisation, or in the event of failure to observe the terms thereof, the assignment shall not be enforceable against and shall have no effect on the EMCDDA.

II.10.3. In no circumstances shall such an assignment release the beneficiary from his obligations to the EMCDDA.

ARTICLE II.11 – TERMINATION

II.11.1 Termination by the beneficiary

In duly justified cases, the beneficiary may withdraw his request for a grant and terminate the agreement at any time by giving 60 days' written notice stating the reasons, without being required to furnish any indemnity on this account. If no reasons are given or if the reasons given are rejected by the EMCDDA, the beneficiary shall be deemed to have terminated this agreement improperly, with the consequences set out in the third subparagraph of paragraph 4 of this article.

II.11.2 Termination by the EMCDDA

The EMCDDA may terminate the agreement, without any indemnity on its part, in the following circumstances:

(a) in the event of a change to the beneficiary's legal, financial, technical, organisational or ownership situation that is liable to affect the agreement substantially or to call into question the decision to award the grant;

(b) if the beneficiary fails to fulfil a substantial obligation incumbent on him under the terms of the agreement, including its annexes;

(c) in the event of *force majeure*, notified in accordance with Article II.8, or if the action has been suspended as a result of exceptional circumstances, notified in accordance with Article II.17;

(d) if the beneficiary is declared bankrupt, being wound up is having his affairs administered by the courts, has entered into arrangements with creditors, has suspended business activities, is the subject of any other similar proceedings concerning those matters, or is in an analogous situation arising from a similar procedure provided for in national legislation or regulations;

(e) where the EMCDDA has evidence or seriously suspects the beneficiary or any related entity or person, of professional misconduct;

(f) if the beneficiary has not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established;

(g) where the EMCDDA has evidence or seriously suspects the beneficiary or any related entity or person, of fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Unit's financial interests;

(h) where the EMCDDA has evidence or seriously suspects the beneficiary or any related entity or person, of substantial errors, irregularities or fraud in the award procedure or the performance of the grant;

(i) if the beneficiary has made false declarations or submits reports inconsistent with reality to obtain the grant provided for in the agreement.

In the cases referred to in points (e), (g) and (h) above, any related person shall mean any physical person with powers of representation, decision-making or control in relation to the beneficiary. Any related entity shall mean in particular any entity which meets the criteria laid down by Article 1 of the Seventh Council Directive n° 83/349/EEC of 13 June 1983.

II.11.3 Termination procedure

The termination procedure is initiated by registered letter with advice of delivery or equivalent.

In the cases referred to in points (a), (b) (d), (e), (g) and (h) above, the beneficiary shall have 30 days to submit his observations and take any measures necessary to ensure continued fulfilment of his obligations under the agreement. If the EMCDDA fails to confirm acceptance of these observations by giving written approval within 30 days of receiving them, the termination procedure shall continue to run.

Where notice is given, termination shall take effect at the end of the period of notice, which shall start to run from the date when notification of the EMCDDA's decision to terminate the agreement is received.

If notice is not given in the cases referred to in points (c), (f) and (i) above termination shall take effect from the day following the date on which notification of the EMCDDA's decision to terminate the agreement is received.

II.11.4 Effects of termination

In the event of termination, payments by the EMCDDA shall be limited to the eligible costs actually incurred by the beneficiary up to the date when termination takes effect, in

accordance with Article II.17. Costs relating to current commitments that are not due to be executed until after termination shall not be taken into account.

The beneficiary shall have 60 days from the date when termination takes effect, as notified by the EMCDDA, to produce a request for final payment in accordance with Article II.15.4. If no request for final payment is received within this time limit, the EMCDDA shall not reimburse the expenditure incurred by the beneficiary up to the date of termination, and it shall recover any amount if its use is not substantiated by the technical implementation reports and financial statements approved by the EMCDDA.

By way of exception, at the end of the period of notice referred to in paragraph 3, where the EMCDDA is terminating the agreement on the grounds that the beneficiary has failed to produce the final technical implementation report and financial statement within the deadline stipulated in Article I.5 and the beneficiary has still not complied with this obligation within two months following the written reminder sent by the EMCDDA by registered letter with advice of delivery or equivalent, the EMCDDA shall not reimburse the expenditure incurred by the beneficiary up to the date on which the action ended and it shall recover any amount if its use is not substantiated by the technical implementation reports and financial statements approved by the EMCDDA.

By way of exception, in the event of improper termination by the beneficiary or termination by the EMCDDA on the grounds set out in points (e), (f) or (g) of paragraph 2, the EMCDDA may require the partial or total repayment of sums already paid under the agreement on the basis of technical implementation reports and financial statements approved by the EMCDDA, in proportion to the gravity of the failings in question and after allowing the beneficiary to submit his observations.

ARTICLE II.12 – REGULATORY FINANCIAL PENALTIES

By virtue of the Financial Regulation applicable to the general budget of the European Communities, any beneficiary declared to be in grave breach of his obligations shall be liable to financial penalties of between 2% and 10% of the value of the grant in question, with due regard for the principle of proportionality. This rate may be increased to between 4% and 20% in the event of a repeated breach in the five years following the first. The beneficiary shall be notified in writing of any decision by the EMCDDA to apply such financial penalties.

ARTICLE II.13 - AMENDMENTS

II.13.1 Any amendment to the agreement must be the subject of a written supplementary agreement concluded between the parties. No oral agreement may bind the parties to this effect.

II.13.2 The supplementary agreement may not have the purpose or effect of making changes to the agreement which might call into question the decision awarding the grant or result in unequal treatment of applicants.

II.13.3 If the request for amendment is made by the beneficiary, he must send it to the EMCDDA in good time before it is due to take effect and at all events two months before the closing date of the action, except in cases duly substantiated by the beneficiary and accepted by the EMCDDA.

PART B - FINANCIAL PROVISIONS

ARTICLE II.14 – ELIGIBLE COSTS

II.14.1 Eligible costs of the action are costs actually incurred by the beneficiary, which meet the following criteria:

- they are incurred during the duration of the action as specified in Article I.2.2 of the agreement, with the exception of costs relating to final reports and certificates on the action's financial statements and underlying accounts;
- they are connected with the subject of the agreement and they are indicated in the estimated overall budget of the action;
- they are necessary for the implementation of the action which is the subject of the grant;
- they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the usual cost-accounting practices of the beneficiary;
- they comply with the requirements of applicable tax and social legislation;
- they are reasonable, justified, and comply with the requirements of sound financial management, in particular regarding economy and efficiency.

The beneficiary's internal accounting and auditing procedures must permit direct reconciliation of the costs and revenue declared in respect of the action with the corresponding accounting statements and supporting documents.

II.14.2 The eligible direct costs for the action are those costs which, with due regard for the conditions of eligibility set out in Article II.14.1, are identifiable as specific costs directly linked to performance of the action and which can therefore be booked to it direct. In particular, the following direct costs are eligible provided that they satisfy the criteria set out in the previous paragraph:

- the cost of staff assigned to the action, comprising actual salaries plus social security charges and other statutory costs included in the remuneration, provided that this does not exceed the average rates corresponding to the beneficiary's usual policy on remuneration.

  The corresponding salary costs of personnel of national administrations are eligible to the extent that they relate to the cost of activities which the relevant public authority would not carry out if the project concerned were not undertaken;

- travel and subsistence allowances for staff taking part in the action, provided that they are in line with the beneficiary's usual practices on travel costs or do not exceed the scales approved annually by the EMCDDA;

- the purchase cost of equipment (new or second-hand), provided that it is written off in accordance with the tax and accounting rules applicable to the beneficiary and generally accepted for items of the same kind. Only the portion of the equipment's depreciation corresponding to the duration of the action and the rate of actual use for the purposes of the action may be taken into account by the EMCDDA, except where the nature and/or the context of its use justifies different treatment by the EMCDDA;

- costs of consumables and supplies, provided that they are identifiable and assigned to the action;

- costs entailed by other contracts awarded by the beneficiary for the purposes of carrying out the action, provided that the conditions laid down in Article II.9 are met;

- costs arising directly from requirements imposed by the agreement (dissemination of information, specific evaluation of the action, audits, translations, reproduction, etc.), including the costs of any financial services (especially the cost of financial guarantees);

II.14.3 The eligible indirect costs for the action are those costs which, with due regard for the conditions of eligibility described in Article II.14.1, are not identifiable as specific costs directly linked to performance of the action which can be booked to it direct, but which can be identified and justified by the beneficiary using his accounting system as having been incurred in connection with the eligible direct costs for the action. They may not include any eligible direct costs.

By way of derogation from Article II.14.1, the indirect costs incurred in carrying out the action may be eligible for flat-rate funding fixed at not more than 7% of the total eligible direct costs. If provision is made in Article I.3.2 for flat-rate funding in respect of indirect costs, they need not be supported by accounting documents.

II.14.4 The following costs shall not be considered eligible:

- return on capital;

- debt and debt service charges;

- provisions for losses or potential future liabilities;

- interest owed;

- doubtful debts;

- exchange losses;

- VAT, unless the beneficiary can show that he is unable to recover it according to the applicable national legislation;

- costs declared by the beneficiary and covered by another action or work programme receiving a Union grant;

- excessive or reckless expenditure.

II.14.5 Contributions in kind shall not constitute eligible costs. However, the EMCDDA can accept, if considered necessary and appropriate, that the co-financing of the action referred to in Article I.3.3 should be made up entirely or in part of contributions in kind. In this case, the value calculated for such contributions must not exceed:

- the costs actually borne and duly supported by accounting documents of the third parties who made these contributions to the beneficiary free of charge but bear the corresponding costs;

- the costs generally accepted on the market in question for the type of contribution concerned when no costs are borne.

Contributions involving buildings shall not be covered by this possibility.

In the case of co-financing in kind, a financial value shall be placed on the contributions and the same amount will be included in the costs of the action as ineligible costs and in receipts from the action as co-financing in kind. The beneficiary shall undertake to obtain these contributions as provided for in the agreement.

II.14.6 By way of derogation from paragraph 3, indirect costs shall not be eligible under a project grant awarded to a beneficiary who already receives an operating grant from the EMCDDA during the period in question.

ARTICLE II.15 – REQUESTS FOR PAYMENT

Payments shall be made in accordance with Article I.4 of the Special Conditions.

II.15.1 Pre-financing

Pre-financing is intended to provide the beneficiary with a float

Where required by the provisions of Article I.4 on pre-financing, the beneficiary shall furnish a financial guarantee from a bank or an approved financial institution established in one of the Member States of the Union. The guarantor shall stand as first call guarantor and shall not require the EMCDDA to have recourse against the principal debtor (the beneficiary).

The financial guarantee shall remain in force until final payments by the EMCDDA match the proportion of the total grant accounted for by pre-financing. The EMCDDA undertakes to release the guarantee within 30 days following that date.

II.15.2 Further pre-financing payments

Where pre-financing is divided into several instalments, the beneficiary may request a further pre-financing payment once he has used up the percentage of the previous payment specified in the provisions of Article I.4 on further pre-financing. The request shall be accompanied by the following documents:

- a detailed statement of the eligible costs actually incurred;

- where required by the above-mentioned provisions of Article I.4, a financial guarantee in accordance with paragraph 1 of this article;

- where required by the above-mentioned provisions of Article I.4, a certificate on the action's financial statements and underlying accounts, produced by an approved auditor or in case of public bodies, by a competent and independent public officer;

- any other documents in support of his request that may be required in support of the request for further pre-financing payments.

The documents accompanying the request for payment shall be drawn up in accordance with the relevant provisions in Article I.5 and the annexes.

II.15.3 Interim payment

Interim payments are intended to reimburse the beneficiary for expenditure on the basis of a detailed statement of the costs incurred, once the action has reached a certain level of completion. It may clear all or part of any pre-financing.

By the appropriate deadline indicated in Article I.5, the beneficiary shall submit a request for interim payment accompanied by the following documents:

- an interim report on implementation of the action;

- an interim financial statement of the eligible costs actually incurred, following the structure of the estimated budget;

- where required by the provisions of Article I.4 on interim payment, a certificate on the action's financial statements and underlying accounts, produced by an approved auditor or in case of public bodies, by a competent and independent public officer. The certificate shall certify, in accordance with a methodology approved by the EMCDDA, that the costs declared by the beneficiary in the financial statements on which the request of payment is based are real, accurately recorded and eligible and that all receipts have been declared, in accordance with the agreement.

The documents accompanying the request for payment shall be drawn up in accordance with the relevant provisions in Article I.5 and the annexes. The beneficiary shall certify that the information provided in his request for payment is full, reliable and true. He shall also certify that the costs incurred can be considered eligible in accordance with the agreement, that all receipts have been declared, and that his request for payment is substantiated by adequate supporting documents that can be checked.

On receipt of these documents, the EMCDDA shall have the period specified in Article I.4 in order to:

- approve the interim report on implementation of the action;

- ask the beneficiary for supporting documents or any additional information it deems necessary to allow the approval of the report;

- reject the report and ask for the submission of a new report.

Failing a written reply from the EMCDDA within the time limit for scrutiny indicated above, the report shall be deemed to have been approved. Approval of the report accompanying the request for payment shall not imply recognition of their regularity or of the authenticity, completeness and correctness of the declarations and information they contain.

If additional information or a new report is requested, the time limit for scrutiny shall be extended by the time it takes to obtain this information. The beneficiary shall be informed of that request and the extension of the delay for scrutiny by means of a formal document. The beneficiary shall have the period laid down in Article I.4 to submit the information or new documents requested.

Extension of the delay for approval of the report may delay the payment by the equivalent time.

Where a report is rejected and a new report requested, the approval procedure described in this article shall apply.

In the event of renewed rejection, the EMCDDA reserves the right to terminate the agreement by invoking Article II.11.2(b).

II.15.4 Payment of the balance

Payment of the balance, which may not be repeated, is made after the end of the action on the basis of the costs actually incurred by the beneficiary in carrying out the action. It may take the form of a recovery order where the total amount of earlier payments is greater than the amount of the final grant determined in accordance with Article II.17.

By the appropriate deadline indicated in Article I.5, the beneficiary shall submit a request for payment of the balance accompanied by the following documents:

- a final report on the implementation of the action;

- a final financial statement of the eligible costs actually incurred, following the structure of the estimated budget;

- a full summary statement of the receipts and expenditure of the action;

- where required by the provisions of Article I.4 on payment of the balance, a certificate on the action's financial statements and underlying accounts, produced by an approved auditor, or in case of public bodies by a competent and independent public officer. The certificate shall certify, in accordance with a methodology approved by the EMCDDA, that the costs declared by the beneficiary in the financial statements on which the request of payment is based are real, accurately recorded and eligible and that all receipts have been declared, in accordance with the agreement.

The documents accompanying the request for payment shall be drawn up in accordance with the provisions of Article I.5 and the annexes. The beneficiary shall certify that the information provided in his request for payment is full, reliable and true. He shall also certify that the costs incurred can be considered eligible in accordance with the agreement, that all receipts have been declared, and that his request for payment is substantiated by adequate supporting documents that can be checked.

On receipt of these documents, the EMCDDA shall have the period specified in Article I.4 in order to:

- approve the final report on implementation of the action;

- ask the beneficiary for supporting documents or any additional information it deems necessary to allow the approval of the report;

- reject the report and ask for the submission of a new report.

Failing a written reply from the EMCDDA within the time limit for scrutiny indicated above, the report shall be deemed to have been approved. Approval of the report accompanying the request for payment shall not imply recognition of their regularity or of the authenticity, completeness and correctness of the declarations and information they contain.

If additional information or a new report is requested, the time limit for scrutiny shall be extended by the time it takes to obtain this information. The beneficiary shall be informed of that request and the extension of the delay for scrutiny by means of a formal document. The beneficiary shall have the period laid down in Article I.4 to submit the information or new documents requested.

Extension of the delay for approval of the report may delay the payment by the equivalent time.

Where a report is rejected and a new report requested, the approval procedure described in this article shall apply.

In the event of renewed rejection, the EMCDDA reserves the right to terminate the agreement by invoking Article II.11.2(b).

ARTICLE II.16 –GENERAL PROVISIONS ON PAYMENTS

II.16.1 Payments shall be made by the EMCDDA in euro. Any conversion of actual costs into euro shall be made at the daily rate published in the Official Journal of the European Union or, failing that, at the monthly accounting rate established by the European Commission and published on its website applicable on the day when the payment order is issued by the EMCDDA, unless the Special Conditions of this agreement lay down specific provisions.

Payments by the EMCDDA shall be deemed to be effected on the date when they are debited to the EMCDDA's account.

II.16.2 The EMCDDA may suspend the period for payment laid down in Article I.4 at any time for the purposes of additional checks by notifying the beneficiary that his request for payment cannot be met, either because it does not comply with the provisions of the agreement, or because the appropriate supporting documents have not been produced or because there is a suspicion that some of the expenses in the financial statement are not eligible.

The EMCDDA may also suspend its payments at any time if the beneficiary is found or presumed to have infringed the provisions of the agreement, in particular in the wake of the audits and checks provided for in Article II.19.

The EMCDDA may also suspend its payments:

- if there is a suspicion of irregularity committed by the beneficiary in the implementation of the grant agreement;
- if there is a suspected or established irregularity committed by the beneficiary in the implementation of another grant agreement or grant decision funded by the General Budget of the European Union or by any other budget managed by them. In such cases, suspension of the payments will only proceed where the suspected or established irregularity can affect the implementation of the current grant agreement.

The EMCDDA shall inform the beneficiary as soon as possible of any such suspension by registered letter with advice of delivery or equivalent, setting out the reasons for suspension.

Suspension shall take effect on the date when notice is sent by the EMCDDA. The remaining payment period shall start to run again from the date when a properly constituted request for payment is registered, when the supporting documents requested are received, or at the end of the suspension period as notified by the EMCDDA.

II.16.3 On expiry of the period for payment specified in Article I.4, and without prejudice to paragraph 2 of this Article, the beneficiary is entitled to interest on the late payment at the rate applied by the European Central Bank for its main refinancing operations in euros, plus three and a half points; the reference rate to which the increase applies shall be the rate in force on the first

day of the month of the final date for payment, as published in the C series of the Official Journal of the European Union.

Interest on late payment shall cover the period from the final date for payment, exclusive, up to the date of payment as defined in paragraph 1, inclusive. The interest shall not be treated as a receipt for the action for the purposes of determining the final grant within the meaning of Article II.17.4. The suspension of payment by the EMCDDA may not be considered as late payment.

By way of exception, when the interest calculated in accordance with the provisions of the first and second subparagraphs is lower than or equal to EUR 200, it shall be paid to the beneficiary only upon demand submitted within two months of receiving late payment.

II.16.4 The EMCDDA shall deduct the interest yielded by pre-financing which exceeds EUR 50 000 as provided for in Article I.4 from the payment of the balance of the amount due to the beneficiary. The interest shall not be treated as a receipt for the action within the meaning of Article II.17.4.

Where the pre-financing payments exceed EUR 750 000 per agreement at the end of each financial year, the interest shall be recovered for each reporting period. Taking account of the risks associated with the management environment and the nature of actions financed, the EMCDDA may recover the interest generated by pre-financing lower than EUR 750 000 at least once a year.

Where the interest yielded exceeds the balance of the amount due to the beneficiary as indicated in Article II.15.4, or is generated by pre-financing referred to in the previous subparagraph, the EMCDDA shall recover it in accordance with Article II.18.

Interest yielded by pre-financing paid to Member States is not due to the EMCDDA.

II.16.5 The beneficiary shall have two months from the date of notification by the EMCDDA of the final amount of the grant determining the amount of the payment of the balance or the recovery order pursuant to Article II.17, or failing that of the date on which the payment of the balance was received, to request information in writing on the determination of the final grant, giving reasons for any disagreement. After this time such requests will no longer be considered. The EMCDDA undertakes to reply in writing within two months following the date on which the request for information is received, giving reasons for its reply. This procedure is without prejudice to the beneficiary's right to appeal against the EMCDDA's decision pursuant to Article I.8. Under the terms of Union law in this matter, such appeals must be lodged within two months following the notification of the decision to the applicant or, failing that, following the date on which the applicant learned of the decision.

ARTICLE II.17 - DETERMINING THE FINAL GRANT

II.17.1 Without prejudice to information obtained subsequently pursuant to Article II.19, the EMCDDA shall adopt the amount of the final payment to be granted to the beneficiary on the basis of the documents referred to in Article II.15.4 which it has approved.

II.17.2 The total amount paid to the beneficiary by the EMCDDA may not in any circumstances exceed the maximum amount of the grant laid down in Article I.3.3, even if the total actual costs eligible exceed the estimated total eligible costs specified in Article I.3.2.

II.17.3 If the eligible costs when the action ends are lower than the estimated total eligible costs, the EMCDDA's contribution shall be limited to the amount obtained by applying the Union grant percentage specified in Article I.3.3 to the actual eligible costs approved by the EMCDDA.

II.17.4 The beneficiary hereby agrees that the grant shall be limited to the amount necessary to balance the action's receipts and expenditure and that it may not in any circumstances produce a profit for him.

Profit shall mean any surplus of total actual receipts attributable to the action over the total actual costs of the action. The actual receipts to be taken into account shall be those which have been established, generated or confirmed on the date on which the request for payment of the balance is drawn up by the beneficiary for financing other than the Union grant, to which shall be added the amount of the grant determined by applying the principles laid down in paragraphs 2 and 3 of this article. For the purposes of this article, only actual costs falling within the categories set out in the estimated budget referred to in Article I.3.1 and contained in Annex II shall be taken into account; non-eligible costs shall always be covered by non-Union resources.

Any surplus determined in this way shall result in a corresponding reduction in the amount of the grant.

II.17.5 Without prejudice to the right to terminate the agreement under Article II.11, and without prejudice to the right of the EMCDDA to apply the penalties referred to in Article II.12, if the action is not implemented or is implemented poorly, partially or late, the EMCDDA may reduce the grant initially provided for in line with the actual implementation of the action on the terms laid down in this agreement.

II.17.6 On the basis of the amount of the final payment determined in this way and of the aggregate amount of the payments already made under the terms of the agreement, the EMCDDA shall set the amount of the payment of the balance as being the amount still owing to the beneficiary. Where the aggregate amount of the payments already made exceeds the amount of the final grant, the EMCDDA shall issue a recovery order for the surplus.

ARTICLE II.18 - RECOVERY

II.18.1 If any amount is unduly paid to the beneficiary or if recovery is justified under the terms of the agreement, the beneficiary undertakes to repay the EMCDDA the sum in question on whatever terms and by whatever date it may specify.

II.18.2 If the beneficiary fails to pay by the date set by the EMCDDA, the sum due shall bear interest at the rate indicated in Article II.16.3. Interest on late payment shall cover the period between the date set for payment, exclusive, and the date when the EMCDDA receives full payment of the amount owed, inclusive.

Any partial payment shall first be entered against charges and interest on late payment and then against the principal.

II.18.3 If payment has not been made by the due date, sums owed to the EMCDDA may be recovered by offsetting them against any sums owed to the beneficiary, after informing him accordingly by registered letter with advice of delivery or equivalent, or by calling in the financial guarantee provided in accordance with Article II.15.1. In exceptional circumstances, justified by the necessity to safeguard the financial interests of the Union, the EMCDDA may

recover by offsetting before the due date of the payment. The beneficiary's prior consent shall not be required.

II.18.4 Bank charges occasioned by the recovery of the sums owed to the EMCDDA shall be borne solely by the beneficiary.

II.18.5 The beneficiary understands that under Article 299 of Treaty on the functioning of the European Union, the EMCDDA may adopt an enforceable decision formally establishing an amount as receivable from persons other than States. An action may be brought against such decision before the Court of First Instance of the European Union.

ARTICLE II.19 – CHECKS AND AUDITS

II.19.1 The beneficiary undertakes to provide any detailed information requested by the EMCDDA or by any other qualified outside body authorized by the EMCDDA for the purposes of checking that the action and the provisions of this agreement are being properly implemented.

II.19.2 The beneficiary shall keep at the EMCDDA’s disposal all original documents, especially accounting and tax records, or, in exceptional and duly justified cases, certified copies of original documents relating to the agreement for a period of 5 years from the date of payment of the balance specified in Article I.4.

II.19.3 The beneficiary agrees that the EMCDDA may have an audit of the use made of the grant carried out either directly by its own staff or by any other outside body authorized to do so on its behalf. Such audits may be carried out throughout the period of implementation of the agreement until the balance is paid and for a period of 5 years from the date of payment of the balance. Where appropriate, the audit findings may lead to recovery decisions by the EMCDDA.

II.19.4 The beneficiary undertakes to allow EMCDDA staff and outside personnel authorised by the EMCDDA the appropriate right of access to sites and premises where the action is carried out and to all the information, including information in electronic format, needed in order to conduct such audits.

II.19.5 By virtue of Council Regulation (Euratom, EC) No 2185/96 and Regulation (EC) No 1073/1999 of the European Parliament and the Council, the European Anti-Fraud Office (OLAF) may also carry out on-the-spot checks and inspections in accordance with the procedures laid down by Union law for the protection of the financial interests of the European Union against fraud and other irregularities. Where appropriate, the inspection findings may lead to recovery decisions by the EMCDDA.

II.19.6 The European Court of Auditors shall have the same rights as the EMCDDA, notably right of access, as regards checks and audits.

SIGNATURES

For the beneficiary	For the EMCDDA
[name / forename]	Alexis GOOSDEEL
[function]	Head of Unit
Done at [place] on …/…/2011	Done at Lisbon on /…/2011

in duplicate in English

Annex 1 to the 2010 Reitox agreement

Description of the action

I. Introduction

The National Focal Points (NFPs) are the main information interfaces between the MSs and the EMCDDA. It is their task, under Member State (MS) responsibility, to provide the EMCDDA with all information requested within the framework of the Centre's work programmes (WPs) or to satisfy ad hoc requests from policy makers and other key partners of the EMCDDA. EMCDDA quality standards and deadlines have to be respected. NFPs are, together with the EMCDDA, responsible for a broad dissemination at national level of the EMCDDA and REITOX work results.

At national level, each NFP should be the leading body that works closely together with all relevant partners that collect, produce and/or analyse data in the drugs field. NFPs should work closely together with scientists, policy-makers and specialists working in the field. They should closely follow and analyse the scientific, legal and policy developments in their countries.

NFPs play an active role in the development process of the EMCDDA's three-year WPs through the provision of comments and proposals on the objectives and the areas to be covered. They transform the EMCDDA WPs into national NFP-WPs and are responsible for the latter's execution. NFPs are key partners in the conceptualisation of new key indicators and core data sets as well as in the improvement of the existing working areas. The quality level of the outputs of the NFPs and the EMCDDA is to a large extent determined by their active participation in the EU REITOX methodological working groups.

The NFPs, under Member States' responsibility, are responsible for:

- collecting, harmonising and analysing national information according to EMCDDA standards and providing it to the EMCDDA;
- monitoring and analysing national scientific, legal and policy developments;
- coordinating and animating the national drug information network(s);
- participating actively in the EMCDDA tasking processes;
- executing the national REITOX WPs;
- ensuring the production and dissemination of NFPs' outputs nationally.

The NFPs, under EMCDDA guidance, are responsible for:

- cooperating in the improvement of existing EMCDDA working areas;
- cooperating in the conceptualisation of new key indicators and core data sets;
- language checking and proof-reading of EMCDDA products and publications;
- broad dissemination at national level of the EMCDDA and REITOX outputs.

II. Expected outputs for 2011 (for deadlines please refer to Annex III)

The standard delivery expected from each NFP is determined by the 'Operating framework of the Reitox System', adopted by the Centre's Management Board on 17 January 2003, as well as by the Centre's three-year and annual WPs as well as by specific technical guidelines and time schedules. The NFPs participate in the development of all these fundamental documents.

During the execution period of the present grant agreement for an action, each NFP (i.e. the beneficiary of the grant) is requested to produce the following output:

1. Collection and analysis of information at national level in 2011:

- Annual national report;
- Statistical standard tables and structured questionnaires;
- Data requested within the implementation of the epidemiological key indicators;
- Data input into Scientific Based Research Information System and the REITOX extranet;
- Council decision on information exchange, risk assessment and control of new psychoactive substances: early warnings to the EMCDDA;
- Updates regarding national developments, e.g. operational, legal, institutional and political changes and events[1];
- Review process of national data contained in the EMCDDA draft annual report;
- Press clippings covering major national developments as well as EMCDDA and/or NFP events, e.g. launch of the Annual Report[1] ;
- Replies to ad hoc requests from the EMCDDA, through Reitox Coordination[1].

2. Dissemination at national level:

- Distribution of EMCDDA reports and other products;
- Council decision on information exchange, risk assessment and control of new psychoactive substances: information from the EMCDDA to national partners;
- Media relations at national level;
- Informing relevant national partners and network(s) about quality feedback provided by the EMCDDA;
- Responding to queries at national level or, where indicated, channelling such requests to the EMCDDA. Being the EMCDDA's 'ambassador' at national level [2] ;
- Language checking and proof-reading of EMCDDA products [2];

3. Progress reports on the implementation of:

The Council decision on information exchange, risk assessment and control of new psychoactive substances at national level.

4. Financial and contractual implementation reports :

- Interim activity report on the implementation of the action between the start of the action until 15 September 2011;

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[1] When information requested is not readily available, the beneficiary is expected (within the limits of its resources' availability) to make reasonable efforts to obtain this information.

[2] The beneficiary is expected to make reasonable efforts in these particular areas, within the limits of its resources' availability.

- Interim financial implementation report, covering the period from the start date of the action until 15 September 2011;
- Final activity report on the implementation of the action from the start date until 31 December 2011;
- Final financial implementation report, covering the period from the start date of the action until 31 December 2011;
- Full summary statement of the receipts and expenditure of the action;
- Audit certificate established by a recognised (external) auditor of accounts.

The beneficiary finally also commits him(her)self to participate in meetings and actions organised periodically by the EMCDDA, such as: Heads of REITOX Focal Points meetings, EU REITOX methodological meetings; ad hoc working parties, studies; surveys and pilot projects.