ISSN 1831-4090

European Monitoring Centre
for Drugs and Drug Addiction

WORK PROGRAMME

2012

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Legal notice

This publication is available in English.

Cataloguing data can be found at the end of this publication.

Luxembourg: Publications Office of the European Union, 2012

ISBN: 978-92-9168-497-7

doi: 10.2810/50855

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Introduction and summary of outputs

Context

The 2012 work programme aims to achieve the twin objectives of ensuring that the commitments detailed in the 2010–12 strategy are delivered and that sound foundations are laid for the agency to take on the challenges it will face in the 2013–15 period. It is therefore an important year for both planning and substantive activities. In 2012, some developmental activities will reach key milestones and new products addressing critical aspects of the European drug situation will be released. These activities will supplement the core analysis provided through the EMCDDA´s annual reporting exercise and thereby ensure that the agency continues to provide a comprehensive review of the current European drug situation, through a set of high-quality products tailored to the differing needs of policymakers, practitioners, researchers and scientists, as well as the general public. It is important to note that the achievements envisaged in this work programme are only possible with the active participation and support of the Reitox network of national focal points who are the principal providers of data for the agency's outputs.

During 2012, the work programme and strategy for 2013–15 needs to be prepared and approved. The EMCDDA's work will remain governed by the founding regulation and its recast, but activities will need to be revised to remain relevant to the current drug situation and policy developments. The EMCDDA will need to consider the findings of the external evaluation of the agency that will become available during 2012. Moreover, given that part of the agency's work is to support the information needs arising from EU level coordination and cooperation activities, the implications of the future policy framework that will supersede the current drug strategy and its action plans will need to be carefully considered.

The Council Decision on new psychoactive substances that provides the legal basis for the work conducted to implement the European early-warning system is under review. The initial phase of this work was an assessment of the mechanism and was conducted by the European Commission in 2011. In 2012, discussions on the future development and strengthening of this mechanism will continue and the EMCDDA will contribute with technical input where appropriate and if required, and will track developments carefully so as to ensure that the current early-warning system remains functional and that any necessary adjustments to working practices are made.

The EMCDDA's planning needs to be sensitive to external factors that impact on its work and the work of its key partners in the Member States. Foremost among these is the current financial situation which has seen resources available for data collection and monitoring come under increasing pressure across the European Union. The financial perspectives for the EMCDDA also mean that any new developments have to be accomplished within a fixed, or possibly even smaller, resource envelope. This provides an even stronger incentive for ensuring that the EMCDDA data collection and reporting strategy is efficient and productive. Scarce resources must be invested wisely and priorities need to reflect contemporary needs. The work programme for 2012 embraces this perspective; it is realistic in its ambitions and reflective in its focus on ensuring that the overall system is fit for purpose and in line with the key information needs of the European Union.

The resources required for implementing the 2012 work programme will be provided by the EMCDDA budget for 2012, 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 2012 EMCDDA budget relies is expected to amount to EUR 15 550 920. This work programme has been 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.

Highlights of the 2012 work programme

An overarching theme of the three-year work programme (2010–12) is the need to adopt a more efficient and integrated approach to data management and analysis. Considerable progress has been made in this area and is visible in the Fonte system, the supporting data warehouse and the existence of a dedicated data management and statistical support team. The EMCDDA now benefits from a dramatically increased capacity to manage the submission and handling of quantitative data. In 2012, the focus of activities will be: to extend the current concept to qualitative and textual data; to assist national focal points in developing tailored solutions for the submission of large data sets; and to develop more robust quality assurance standards for generating and reporting estimates and composite numbers.

For core activities related to monitoring the drug situation and responses, 2012 will see the conclusion of a number of developmental projects. Of particular note are the review activities on the key indicators on treatment demand (TDI) and on problem drug use (PDU). More generally, attention will continue to be given to developing analysis that combines response and situational data sets. The response indicators will be rationalised into a new composite model and a second detailed baseline assessment of the state of implementation of the five epidemiological key indicators will be completed. Activities planned to support data collection by Member States include a mentoring project on estimation techniques and a new methodological toolkit to support studies monitoring risk behaviours and infections among drug injectors. Moreover, two strategies important for the future of the agency's work will be finalised in 2012: an overall internal strategy for treatment monitoring and a new strategy for monitoring and reporting on issues related to drug use in prison. A European overview of interventions in prison settings will also be published as a Selected issue accompanying the 2012 Annual report.

Three new publications in the Insights series will review important aspects of how Europe is responding to drug problems. The first will provide a state-of-the-art overview of current scientific understanding of models of addiction, including the link between substance use and behavioural disorders. This will be accompanied by publications exploring two response areas where information sources at the EU level remain relatively underdeveloped: the social rehabilitation of those with drug problems and the role of therapeutic communities as treatment providers. A timely addition to the EMCDDA's Scientific Monograph series will be the release of a scientific overview of issues related to the production and use of new groups of psychoactive substances.

Over the last two years, the availability and use of new psychoactive substances has attracted rising policy, professional and public interest and concern. The EMCDDA has become recognised as a global leader in the provision of information and analysis on this topic. Activities conducted in partnership with Europol on the European early-warning system (EWS) on new drugs therefore remain a priority in 2012. Particular attention will be given to the maintenance of the rapid information exchange mechanism and its supporting database and

tools. The EMCDDA will also continue to audit the information available on the use and health implications of these new substances and continue the development of methods to monitor the Internet retail market for 'legal highs'. Organisationally, EWS activities will be more closely coordinated with epidemiological work on identifying important changes in patterns of drug use. Collectively, these activities will enable the EMCDDA to fulfil its commitment to identifying and reporting on trends more rapidly. The issue is relevant to changes in patterns of drug use for established drugs as well as new substances. Methodological and substantive work will be undertaken to improve the responsiveness of the current information system to new developments. One ground-breaking example is the use of wastewater analysis to provide a low-cost and rapid indicator of changes in drug availability in selected European cities. Following up on recent legislation in this area, the exchange of data on the misuse of medicines between the EMCDDA and the European Pharmacovigilance system (operated by the European Medicines Agency) will be consolidated.

One of the objectives of the 2010–12 strategy is to improve the availability, quality and comparability of indicators of drug supply, supply reduction and crime. This is linked to a requirement to better understand the illicit drug market and drug availability across the EU and the EMCDDA is working in close partnership with the European Commission and Europol to advance this objective. Following on from a first European conference held in Brussels in 2010, the EMCDDA has established technical working groups that will report back at a second consensus-building conference in 2012. The conference is jointly organised by the European Commission and the EMCDDA and, for the first time, will define European key indicators in this area. This is an important step to improving supply information to support policy formation.

Identifying and disseminating best practice and the related topic of identifying model guidelines and standards for interventions are important developmental topics in 2012. This area has benefited from a recent project supported by the European Commission (Study on the development of an EU framework for minimum quality standards and benchmarks in drug demand reduction — EQUS). The EMCDDA recognises that partnership and consensus-building are key aspects to working effectively in this area and will continue to work in close collaboration with the Commission. The agency will also cooperate with the Cochrane Collaboration and with appropriate EU and international agencies. Concretely, the EMCDDA will continue to develop its web-based tools and resources on best practice, update and develop its reviews of scientific evidence to guide intervention development, and produce a number of new guidelines, including one that addresses working with substance-abusing pregnant women, a project planned in association with the World Health Organisation (WHO). Guidelines will be developed for assessing and responding to drug-related medical emergencies occurring in recreational settings, which is an issue of growing importance in many countries.

Guidelines on how to evaluate national drug strategies and action plans will also be published. These guidelines result from the scaling-up of work to monitor and support the evaluation of European drug policies through the establishment of a unit focused on policy. New activities in this area include giving greater attention to the role of civil society in drug policy formation. A new case study of national experience in the policy field will be published in the Drug policy profiles series. A technical paper providing a comparative analysis of international policy developments will also be released. Of particular contemporary relevance is the preparation of a new Selected issue on the impact of the current economic situation on drug services. In the area of laws and the legal basis for interventions, an index allowing comparison of drug laws applied in various Member States will be finalised. Collection and analysis of information on two new

topics will be conducted in 2012: the first will describe the typologies, mechanisms and use of alternatives to punishment in practice in the Member States and the second will inform on the range of penalties for comparable trafficking quantities.

As an information agency, communication is a key aspect of the EMCDDA's work. In 2012, the challenge for the communication team remains to ensure that outputs are of high quality and configured to the different audiences of the agency's work. As web-based communication grows ever more important, special attention is given to the further development of the EMCDDA's online and multimedia resources. The increased productivity of the agency in recent years means that efficient tracking, scheduling and quality control of products are essential and internal procedures in this area will be strengthened.

Delivering excellent results while ensuring efficient use of the agency's resources is only possible with effective management and sound decision-making processes. To achieve this, the work of the Management Board will be supported and prompt follow-up assured on the decisions and recommendations made. At the same time, the internal organisation and work processes will be fine-tuned in 2012, following the consolidation in 2011 of the new EMCDDA structure. While the Heads of unit (HoU) meetings will provide support to the Director in making the strategic decisions, the Internal coordination group set up in 2011 will consolidate its role as a platform to discuss operational matters and provide input to the HoU meetings. Ensuring that the agency's resources are used in the most efficient, effective and economical manner will remain a priority. Apart from the ongoing ex-ante verifications of financial operations, an assessment of existing working processes will be made in 2012, with a view to rationalising use of resources and improving performance. Further developing the in-house planning, monitoring and performance evaluation system is a key organisational objective. A series of important projects and initiatives will take place in this area. A new three-year strategy will be developed by the agency and adopted by the Management Board. The main priorities for the work of the EMCDDA, together with the goals, main objectives and performance indicators will be defined. At the same time, the end-term evaluation of the current strategy and work programme (2010–12) will be prepared and launched. A new ICT tool for managing information related to the EMCDDA´s events will be implemented. This tool will allow centralised data collection and analysis of events and will improve reporting on and dissemination of the agency´s activities.

With regard to the Reitox network of national focal points (NFPs), the current three-year strategy defines two main objectives: first, to prepare and implement a Reitox development strategy aimed at consolidating the network and improving its perceived added value at national level; and second, to streamline operational and control processes including introducing an electronic tool for grants and project management. In 2012, priority will be given to the added value of the work of NFPs at EU and national level. To this end, the implementation of the Reitox development strategy, started in previous years, will move forward, and a 'Reitox focus groups' initiative will be launched. This will be supported by the new structure of the Reitox meeting, following the concept developed in 2011. Within this framework, the first 'Reitox week' will be organised in May 2012, encouraging NFPs to develop partnerships and build new projects and initiatives. At the same time, to streamline operational and control processes, the new dedicated information management system will be fully implemented, ensuring strong and high-quality financial and administrative management of the grant agreements.

The ability to produce high-quality scientific outputs depends on an efficient and well-functioning administrative and technical infrastructure. The EMCDDA has been actively developing its

internal systems for planning, monitoring, risk assessment and quality assurance. This work will continue in 2012. As is the case with all EU agencies, there is an ongoing need to ensure the agency's administrative processes reflect current EU regulations and recognised good practices. The EMCDDA is proactive in this area and committed to maintaining its status as a lead agency in implementing necessary measures to ensure good governance.

Technical and administrative tasks can only be performed efficiently if internal information technology systems are fully functional. Ensuring high-quality services in this area can be challenging for decentralised agencies and the EMCDDA is therefore particularly fortunate to benefit from a strong information technology support team who work closely with technical and administrative staff to ensure information technology needs are understood and appropriate solutions introduced. In 2012, along with ongoing improvements and developments to the infrastructure, attention will be given to web-based resources.

Partnership and added value

The EMCDDA's results are only possible through partnership with national data providers and experts as well as with relevant EU bodies and international organisations. As already mentioned, the Reitox network of national focal points are the principal data providers for the agency's outputs and strong collaboration with them is essential for the EMCDDA's success. The Reitox network represents a unique feature of the European drug information system. It not only allows comparable data to be collected in all Member States but also provides an important mechanism for feedback and for ensuring that analyses produced by the agency are grounded in an understanding of the unique national situations that exist across the EU. The capacity for rapid bilateral information exchange provided by the Reitox network is increasingly demonstrated in the growth of early-warning and trend-spotting activities. A number of activities will be undertaken in 2012 to support capacity development in national focal points and to further improve the mechanisms existing for data submission and exchange.

The EMCDDA recognises the benefits and efficiency that comes through joint work with other institutional partners. Added value at the EU level comes from joined-up working practices and products can have additional authority and value when they are endorsed by the key institutions working in the area. In 2012, the EMCDDA will continue to prioritise working in partnership for operational analysis and for establishing guidelines and standards with other relevant European agencies. Of particular note here are the joint analyses and information sharing activities conducted with Europol, the European Centre for Disease Prevention and Control (ECDC) and the European Medicines Agency (EMA). In recognition of the increasingly global nature of the drugs problem and the EMCDDA's role as a conduit to and source of European technical expertise and experience, the agency will continue its cooperation in appropriate areas with the international agencies working on drug issues, most importantly, but not limited to the United Nations Office on Drugs and Crime (UNODC) and the World Health Organisation (WHO). Partnerships will also be pursued at the technical and scientific level. The EMCDDA has areas of common interest with a number of non-EU based centres of excellence in drug monitoring and research, and will contribute to a global review of the existing scientific evidence base on drug-impaired driving. Within Europe, the closer working relationship with the ESPAD (European school survey project on alcohol and other drugs) agreed in 2011 will result in the joint publication of the summary report of the 2011 ESPAD survey. The ESPAD data set now provides one of the best longitudinal windows for tracking drug trends in Europe and there is substantial added value in bringing this data resource into the broader context of EMCDDA reporting.

Structure of the work programme

This work programme has been developed from a detailed planning exercise completed by each of the agency's units. The exercise has been informed by the requirements of the three-year work programme and strategy (2010–12) and guided by the agency's founding regulation and its recast. To make this top-level document accessible, each area has been broken down by substantive area and ongoing core activities are distinguished from developmental ones. For each area, the specific objectives are accompanied by their related activities and expected outcomes. This new structure is the result of the ongoing rationalisation of planning processes and procedures taking place within the EMCDDA. It should be noted that some outcomes, especially those related to specific analyses, are indicative as they depend on the results of preliminary interrogation of the data. Activities under the risk assessment of new psychoactive substances depend on actual need. As the EMCDDA has to respond to important ad hoc information requests and new developments, some flexibility is built into the planning process, along with regular reviews to ensure that resources are being used optimally and important emerging information needs are being met.

Outputs to be published in 2012 and their intended audience

Output	Policy	Other target audiences		
		Science	Practice	Citizen
Annual reporting				
Annual report on the state of the drugs problem in Europe (printed, PDF, online, 23 languages)	x	x	x	x
Selected issues • Drug-using parents • Drugs and prison • Drugs and tourism (printed, PDF, EN with summary in 23 languages)	x	x	x	
Statistical bulletin (online, EN)		x	x	
Technical publications				
Drugs in focus policy briefings • Minimum quality standards of interventions • Drug-related research (printed, PDF, 25 languages)	x			
EMCDDA Monographs • New groups of psychoactive substances in Europe (printed, PDF, EN with summary in 23 languages)	x	x		
EMCDDA Insights • Therapeutic communities in Europe • Models of addiction • Social reintegration and reduction of social exclusion of drug users (printed, PDF, EN with summary in 23 languages)	x	x	x	
EMCDDA Manuals • European guidelines for the evaluation of national drug strategies (printed, PDF, EN)		x	x	
Joint publications EMCDDA–Europol joint publications • The European ecstasy market (printed, PDF, EN)	x	x	x	
ESPAD 2011 summary (printed, PDF, 23 languages)	x		x	x

Output	Policy	Other target audiences		
		Science	Practice	Citizen
Outputs related to the implementation of the Council Decision 2005/387/JHA • EMCDDA–Europol report on the implementation of the Decision (Article 10 report) • EMCDDA–Europol joint report (if appropriate) • EMCDDA Risk assessments (if appropriate) • Profiles: National early-warning systems (printed, PDF, EN) • The European database on new drugs (EDND) (online, restricted)	x	x		
EMCDDA National drug policy profiles • National drug policy profiles, No. 2	x	x		
EMCDDA Thematic papers • New methods in analysing and evaluating prevention interventions (EU-US cross-analysis)	x	x	x	
• Voices of adolescent cannabis users			x	x
• Report on drug policy advocacy groups in Europe	x	x		
• Analysis of the development of EU drug policy documents	x	x		
• Inventory and comparative analysis of international and regional drug strategies (EU, OAS, etc.)	x	x		
• Estimates of public expenditure related to detainees for drug-law offences (PDF, EN)	x	x		
Web-based tools and resources				
Ongoing development and content updating of the EMCDDA's public website. This includes regular and cyclical content updating including: • Statistical bulletin • Country overviews and other country data • Best practice portal (including EIB and EDDRA) • News and events • Topical content areas (policy and law, health and social interventions, indicator resources pages, research, drug profiles, etc.) New content: • New drug profiles (if appropriate) • New topic areas (online, EN, with some multilingual sections)	x	x	x	x

Output	Policy	Other target audiences		
		Science	Practice	Citizen
EMCDDA institutional publications				
General report of activities	x			x
EMCDDA 2013–15 strategy and work programme	x			x
EMCDDA 2013 work programme	x			x
Drugnet Europe newsletter (printed and online, EN, four issues)	x	x	x	x

In addition to the key products listed above, a number of outputs for which the work has been completed in 2011 will be released. A series of technical reports will also be produced in 2012, details of which can be found in Section II. Please note that the list for the thematic papers and the technical reports is indicative and may be revised if necessary to take into account ongoing operational and/or technical factors, or to allow the agency to adjust its activities to respond to any important emerging information needs.

Section II

Monitoring and reporting on the drugs problem in Europe

II.1. Data collection, analysis and quality assurance

Overview

Each year, a major EMCDDA task is managing the annual cycle of data submission, analysis and reporting. The result of this process is the Annual reporting package which consists of linked outputs that form the basic information set from which many of the agency's other products are derived.

Managing these core activities represents a major component of the EMCDDA's annual work programme. As the system has developed in both coverage and completeness, the volume of data being processed has increased considerably. In terms of data acquisition, over 400 000 new data points are added annually and the agency also has to process and analyse a large volume of text-based material. Therefore, improving the efficiency of the data management process and quality assurance are ongoing priorities for the EMCDDA as is ensuring that our approach to analysis is rigorous, appropriately documented and scientifically sound.

To achieve this, in 2012 the infrastructure for data analysis will be maintained and further improved. Procedures, systems and tools will continue to be refined to ensure data quality, to increase the efficiency of analytical processes and to ensure the smooth production of high-quality outputs. Measures to increase the harmonisation and standardisation of processes are also planned for 2012 in the areas of data collection and validation and data processing and analysis. In addition, the EMCDDA will begin to rationalise its approach to the coding, manipulation and analysis of qualitative data sets.

An important aspect of work in this area is the need to support national focal points (NFPs) with the submission process. This requires an annual review and revision (where necessary) of tools and protocols. Capacity-building and support activities are also planned for 2012 and efforts will be made to address the needs of focal points so as to increase their capacity for the automatic electronic transfer of information. Attention will be given to rationalising presentations of country-specific data.

Improvements to the quality assurance mechanisms will also be implemented in 2012. These improvements will build upon the already considerable consultation, validation and checking work that is carried out annually. A review of our statistical methods will be concluded and this will help improve the standard of statistical outputs. Particular attention will be given to refining the procedures that ensure the consistency of data used in different EMCDDA products and that ensure that composite numbers are appropriately constructed and documented.

Specific objective	Activities	Expected outputs/results
A. Core activities		
Data collection and management		
II.1.1. Further develop and improve the data collection infrastructure and the management of Fonte	II.1.1.1. Ongoing management of Fonte and of the Data warehouse	• Infrastructure for drug data analysis maintained and improved
	II.1.1.2. Construct templates, including validation rules, and contribute to the formulation of new data collection instruments	• Data collection instruments in a range of formats, including templates for each of the standard tables, available to the NFPs on time
II.1.2. Continue to develop and improve the data collection processes and data quality assurance mechanisms	II.1.2.1. Conduct automatic and manual validation of the reports submitted, in close collaboration with the NFPs	• Valid and reliable data in Fonte and the Data warehouse
	II.1.2.2. Monitor the quality of the data reported by the NFPs and provide feedback and support to improve reporting processes	• Consistency of data between the various data collection tools • 30 Quality reports prepared and submitted on time to NFPs
II.1.3. Continue to build the capacity of the NFPs in the area of data management and reporting	II.1.3.1. Organise the follow-up on the Fonte training of May 2011	• Training organised and supporting documents available
Data analysis and statistical support		
II.1.4. Implement all the data analysis and statistical support processes necessary to report in 2012 on the situation and responses in Europe (Annual report, Statistical bulletin, Country overviews and other EMCDDA publications)	II.1.4.1. Carry out the analysis of data on the European drug situation and responses, and draft the content of the Annual report	• Data analysis conducted and Annual report drafted
	II.1.4.2. Prepare the Statistical bulletin	• Statistical bulletin prepared and published on the EMCDDA website
	II.1.4.3. Prepare the Country overviews	• 30 Country overviews prepared and published on the EMCDDA website
	II.1.4.4. Update and maintain the web resources	• Web resources updated
B. New developmental areas		
II.1.5. Continue to build the capacity of the NFPs in the area of data management and reporting	II.1.5.1. Provide technical support to NFPs with the automatic submission of data, especially for TDI	• Automatic submission of data for TDI for 5 additional countries • Improved knowledge of data availability relating to treatment within 5 countries
II.1.6. Improve the quality control of statistical outputs and further ensure transparency of calculations	II.1.6.1. Conduct a review of the calculations in the Statistical bulletin and the Annual report	• Report on the appropriateness of methods and processes prepared • Improved quality control of statistical output • External validation of statistical methods adopted
	II.1.6.2. Check consistency of data between the Statistical bulletin tables and the various publications	• Data consistency and validity across EMCDDA publications
II.1.7. Improve the quality assurance cycle, based on the conclusions of the ongoing internal and external review exercises	II.1.7.1. Develop a proposal to improve the quality assurance cycle, in consultation with NFPs	• Proposal developed and presented at the Heads of national focal points (HNFPs) meeting in November 2012
II.1.8. Revise and adapt the Country overviews on the drugs situation in EU Member States, based on the conclusions of the ongoing internal and external review exercises	II.1.8.1. Assess the current process for preparing the Country overviews and develop a new structure for the product	• New structure developed and adopted in-house

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

Overview

In the area of key indicators (KIs) and monitoring the epidemiology of the drug situation, the work to maintain and develop the European expert networks for the five key indicators will continue, through the organisation of annual expert meetings and the provision of technical and scientific advice to the NFPs and other national experts. Each European KI meeting is a two-day event attended by 40–50 experts, with satellite workshops organised prior to or after the meeting. Together, these meetings gather each year around 200–250 experts from the Member States along with experts from other countries (such as the US, Canada, Australia, Russia) and representatives of European bodies and international organisations. The key indicators are increasingly used by other organisations to which the EMCDDA also provides advice and support.

A number of methodological improvements are planned for 2012. First, a detailed second key indicator assessment will be carried out as a follow-up to the baseline exercise conducted in 2009, implying the analysis of the five key indicators in each EMCDDA Member State. In order to assist the NFPs in the implementation of the (revised) key indicators, support programmes including training activities and on-site assistance will be developed. In addition, improvements will be made to the methods used to assess problem cannabis use in population surveys, as well as in the methods to estimate the prevalence of drug injection based on the treatment demand indicator (TDI) and problem drug use (PDU) data. In the area of general population surveys (GPS), a number of methodological developments will be continued from previous years, such as GPS questionnaire mapping and the consolidation of the harmonised data group. In the area of drug-related deaths (DRD), analytical capacity on mortality cohorts will be boosted, and in the area of drug-related infectious diseases (DRID), analytical capacity on existing data will be further reinforced.

The collaboration with the ESPAD schools project will be further strengthened in 2012. One of the main results of this cooperation will be the publication of the ESPAD 2011 summary report.

II.2.1. Key indicators — ongoing work

Specific objective	Activities	Expected outputs/results
II.2.1.1. Maintain and develop the European expert networks on key indicators (KIs)	II.2.1.1.1. Organise the annual European expert meeting/conference for each key indicator (GPS, TDI, DRID, DRD, PDU) with experts from all Member States, candidate and potential candidate countries and international organisations	• Annual EU expert meetings organised for all five KIs • Supporting documents available
II.2.1.2. Evaluate the level of implementation of KIs in all Member States	II.2.1.2.1. Carry out assessment of the KI implementation for each country and for each KI (GPS, TDI, DRD, DRID, PDU)	• Assessment carried out for each country 150 assessment reports prepared (5 reports, one for each KI, for each of the 30 EMCDDA Member States)
II.2.1.3. Steer and promote improvements in KI implementation and reporting	II.2.1.3.1. Provide scientific and technical advice and support to national experts and the NFPs	• EMCDDA support provided as needed, concrete results to be defined based on the specific requests
II.2.1.4. Ensure dissemination of updated KIs methodology to broader professional and scientific community	II.2.1.4.1. Maintain and update the restricted web area and the public website (KI gateway)	• Web area (restricted and public) updated
II.2.1.5. Promote analytical potential and outputs of epidemiological key indicators	II.2.1.5.1. Develop proposals and prototypes to increase use of already existing KI information	• Internal working document prepared

II.2.2. General population surveys (GPS)

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.2.2.1. Further develop the GPS KI methodology	II.2.2.1.1. Develop project to evaluate costs and benefits of online data collection tools to implement GPS	• Project report prepared
	II.2.2.1.2. Develop project to explore and document non-response in GPS	• Project report prepared
	II.2.2.1.3. Consolidate the GPS questionnaire map	• Map of questions used in recent national GPS questionnaires consolidated, validated and published on the website (KI portal)
II.2.2.2. Strengthen collaboration with the ESPAD schools project	II.2.2.2.1. Participate in ESPAD meetings, provide support for methodological developments, joint analysis and enhanced dissemination of ESPAD findings	• ESPAD 2011 summary report published
B. New developmental areas		
II.2.2.3. Develop European analytical capacity in GPS and thematic outputs	II.2.2.3.1. Consolidate and expand the GPS harmonised data group	• Project report prepared
	II.2.2.3.2. Carry out analysis in areas under development: psychoactive medicines; polydrug use; perceived availability	• Technical reports prepared

II.2.3. Treatment demand indicator (TDI)

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.2.3.1. Steer and promote implementation of TDI revision	II.2.3.1.1. Organise small expert group meeting on piloting the implementation of the TDI revision	• Meeting organised and supporting documents available
	II.2.3.1.2. Continue assessment of national TDI data collection instruments and TDI item lists	• Table of comparison between national data collection instruments and TDI item list
II.2.3.2. Define and put into operation a support programme for the implementation of the new TDI protocol	II.2.3.2.1. Organise training activities and provide on-site support to NFPs	• At least 50% of NFPs ready to implement the core components from 1 January 2013

II.2.4. Drug-related deaths indicator (DRD)

Specific objective	Activities	Expected outputs/results
B. New developmental areas		
II.2.4.1. Support European analysis of special mortality registries (SR)	II.2.4.1.1. Analyse the characteristics of DRD cases recorded in SRs	• Project report prepared
II.2.4.2. Support European analysis of mortality cohort studies	II.2.4.2.1. Analyse combined national datasets of cohort studies (comparison of cohort studies for 4–5 countries)	• Article submitted to scientific journal
	II.2.4.2.2. Organise workshop for data analysis and assessment of the use of the 2011 revised cohort protocol	• Workshop organised and supporting documents available
II.2.4.3. Analyse methadone drug-related deaths	II.2.4.3.1. Collect and analyse data with the national experts	• Technical report prepared
II.2.4.4. Analyse health consequences related to cannabis and cocaine	II.2.4.4.1. Review the data from hospital emergency services available in National reports	• Internal working document prepared

II.2.5. Problem drug use (PDU)

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.2.5.1. Steer and promote improvements in KI implementation and reporting	II.2.5.1.1. Provide technical support for PDU implementation in selected countries	• Project report prepared • Training provided in selected countries
	II.2.5.1.2. Conduct revision of the guidelines to estimate prevalence and incidence of problem drug use	• Internal working document prepared
	II.2.5.1.3. Carry out mapping survey on current barriers to IDU estimation and outline possible solutions	• Internal working document prepared

Specific objective	Activities	Expected outputs/results
B. New developmental areas		
II.2.5.2. Ensure ongoing PDU revision and improvement	II.2.5.2.1. Develop project to explore possible interpolation of trends based on routine data	• Project report prepared
	II.2.5.2.2. Conduct literature review on scientific evidence to support the PDU revision	• Project report prepared • Technical report prepared
	II.2.5.2.3. Complete the PDU reconceptualisation framework	• Internal working document prepared • Endorsement of framework by national experts and NFPs
II.2.5.3. Establish monitoring of intensive forms of cannabis use/cannabis disorders at EU level	II.2.5.3.1. Carry out advanced combined European analysis of national validation studies of cannabis dependence scales	• At least 2 articles submitted to scientific journals • Project report prepared
	II.2.5.3.2. Develop EU guidelines/ recommendations on intensive forms of cannabis use	• Internal working document prepared

II.2.6. Drug-related infectious diseases indicator (DRID)

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.2.6.1. Develop and improve the DRID guidance tools	II.2.6.1.1. Prepare base modules of the DRID toolkit	• Three modules completed
II.2.6.2. Maintain DRID early-warning system	II.2.6.2.1. Provide rapid response to DRID outbreaks and other threats, early warnings	• Quick feedback to Member States, EC and ECDC, and dissemination where appropriate to wider expert network
II.2.6.3. Contribute to external analyses and international cooperation	II.2.6.3.1. Contribute EMCDDA data and interpretation on viral hepatitis in IDUs to ECDC European review on viral hepatitis	• EMCDDA contribution to the ECDC publication
B. New developmental areas		
II.2.6.4. Explore options for expanding DRID to new areas	II.2.6.4.1. Review and analyse existing data at the EMCDDA on behavioural surveillance among IDUs	• Internal working document prepared
	II.2.6.4.2. Review key new areas regarding HCV in IDUs and identify research needs and public health implications	• Paper submitted to scientific journal
	II.2.6.4.3. Conduct analysis on infectious diseases, drugs and sex risk in MSM (based on data from the European MSM Internet Survey, EMIS)	• Project report prepared • Technical report prepared
II.2.6.5. Ensure coordination of the DRID modelling network and data infrastructure	II.2.6.5.1. Finalise and publish modelling analyses from last project phase	• Two articles submitted to scientific journal

II.2.7. Cross-indicator analyses

Specific objective	Activities	Expected outputs/results
II.2.7.1. Develop multi-indicator trend analysis at the EMCDDA	II.2.7.1.1. Develop in-house working group on multi-indicator trend analysis, mixing qualitative and quantitative data	• Working group set up • Improved trend analysis in the Annual report and other products
	II.2.7.1.2. Prepare a technical paper on mixed methods analysis with monitoring data	• Technical report prepared
II.2.7.2. Develop methods of estimation of prevalence of drug injection based on TDI and PDU data	II.2.7.2.1. Carry out analysis of existing TDI data on drug injection to estimate prevalence of drug injectors through combining it with PDU estimation	• Project report prepared • Technical report prepared
II.2.7.3. Develop cross-indicator analysis DRD and PDU	II.2.7.3.1. Analyse DRD in relation to PDU and IDU prevalence estimations	• Internal working document prepared

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

Overview

As is the case each year, routine analytical work will be carried out to report on the demand reduction activities implemented at EU level. Furthermore, to ensure a better understanding of the availability, accessibility and quality of responses to drug use in Europe, several thematic publications will be released. These include three EMCDDA Insights on therapeutical communities in Europe, models of addiction, and the social reintegration and reduction of social exclusion of drug users.

In order to develop and explore potential new data sources on drug treatment and harm reduction, a review of the national treatment systems in Europe will be prepared, followed by a modelling exercise aimed at improving data collection among main non-specialist health and social responses (HSR) providers. In the field of health and social responses, the work on developing indicators will be consolidated and finalised in light of the EMCDDA treatment data collection strategy, to be completed during the year.

In 2012, 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 avoiding duplication of effort. The EMCDDA, working in close coordination with European Commission activities and other relevant partners, will continue to support the technical development of guidelines and good practice standards. In this context, the development of guidelines on pregnancy and substance use in cooperation with WHO is envisaged and scoping work is planned to inform the development of guidelines related to needs assessment within the prison setting.

In the area of prevention, the developmental work will focus on early intervention, especially for alcohol and cannabis, and on prevention services for ethnic minorities (to support action 20 of the EU drugs action plan, 2009–12). New methods in analysing and evaluating prevention interventions will also be presented.

The Best practice portal is a resource for professionals, policymakers and researchers in the drugs field. It provides information on the available evidence on drug-related prevention, treatment and harm-reduction activities focusing on the European context. In 2012, the Best practice portal will be further developed to respond to the growing needs of the target audience. Among others, this will involve conducting systematic reviews of evidence to support improvement of the portal. This will provide the stakeholders (scientific community, practitioners and methodologists) with an accumulating body of information on the main aspects of quality, promotion and implementation and will help answer relevant questions coming from the countries. A review of the research supporting evidence-based interventions will also be carried out to identify the gaps and to publish a list of possible studies needed. The EMCDDA Insights publications will support quality in the interventions area through providing information on latest evidence and practice.

II.3.1. Treatment

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.3.1.1. Exploit available data for improved reporting on EU demand-reduction activities	II.3.1.1.1. Publish online health and social responses national overviews covering treatment responses and availability, harm-reduction responses and social reintegration	• Online health and social responses national overviews compatible and integrated in the new EMCDDA website concept
II.3.1.2. Develop an analytical framework that provides a better understanding of the availability, accessibility and quality of responses to drug use in Europe	II.3.1.2.1. Estimate 'access to treatment' based on consolidated datasets and literature review	• Project report prepared • Technical report prepared
	II.3.1.2.2. Assess and follow up the impact of the introduction of new types of treatment. Review evidence, assess quality and availability (cannabis treatment)	• Internal working document prepared
	II.3.1.2.3. Finalise and publish the Selected issue on 'Drug-using parents'	• Selected issue published
	II.3.1.2.4. Carry out preparatory work for the 2013 Selected issue 'Residential care in Europe'	• Preparatory work, including development of guidelines, conducted as planned
II.3.1.3. Improve understanding of drug use in the context of models of dependency and compulsive behaviour	II.3.1.3.1 Finalise the EMCDDA Insight on models of addiction	• EMCDDA Insight published
B. New developmental areas		
II.3.1.2. Develop and explore potential new data sources on drug treatment and harm reduction	II.3.1.2.5. Implement consultant study on 'Assessment of the European and national estimates of the total number of drug users in treatment' and develop harmonised description of national treatment systems in Europe	• Project reports prepared • Technical report prepared (part of the treatment data collection strategy)
	II. 3.1.2.6. Design, launch and implement consultant study to develop 'toolkit' to estimate treatment provision, including by specialist HSR providers (e.g. General Practitioners and low-threshold agencies)	• Project report prepared • Technical report prepared (part of the treatment data collection strategy
II.3.1.4. Further conceptualise social reintegration within the health and social responses area	II.3.1.4.1. Finalise the EMCDDA Insight on social reintegration and reduction of social exclusion of drug users	• EMCDDA Insight published
II.3.1.5. Gain better understanding of the availability and application of the therapeutic community model in Europe	II.3.1.5.1. Finalise the EMCDDA Insight on therapeutic communities for the rehabilitation of drug users in Europe	• EMCDDA Insight published

II.3.2. Harm reduction

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.3.2.1. Exploit available data to provide a comprehensive report on EU harm-reduction activities	II.3.2.1.1. Provide technical support to the studies and research initiatives funded by the EC (DG SANCO), (specifically the 2nd progress report on Council Recommendation of 18 June 2003), as requested	• Contribution to EC report on implementation of the Council Recommendation
II.3.2.2. Rationalise data collection approaches and tools for harm reduction into a coherent set of responses indicators	II.3.2.2.1. Finalise harm-reduction indicators (including syringe availability)	• Harm-reduction indicators available (to be used for reporting and situation assessment)

II.3.3. Prevention

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.3.3.1. Support the development and implementation of good practice, guidelines and quality standards in the area of prevention	II.3.3.1.1. Update EDDRA (Exchange on drug demand reduction action) with prevention interventions data	• EDDRA updated, links with Best practice portal included where useful
	II.3.3.1.2. Update the EIB (Evaluation instruments bank) with evaluation instruments data	• EIB updated
	II.3.3.1.3. Refine the indicators, explore summative scores by area	• Prevention profiles updated
II.3.3.2. Maintain close collaboration with prevention research actors to follow the development of evidence	II.3.3.2.1. Participate in the activities of the European Society for Prevention Research (EUSPR) and contribute to the monitoring of prevention science	• EMCDDA input (presentations, communications, etc.) provided to prevention research initiatives
B. New developmental areas		
II.3.3.3. Improve information on indicated prevention, focusing on early intervention especially for alcohol and cannabis	II.3.3.3.1. Organise expert meeting on experiences and evidence of interventions and methodologies used (brief intervention and motivational interviewing) in the grey zone between prevention and treatment	• Expert meeting organised and supporting documents available
II.3.3.4. Improve the existing information on prevention services for minorities (to support action 20 of the EU action plan)	II.3.3.4.1. Map and describe existing prevention services for ethnic minorities	• Project report prepared • Technical report prepared
II.3.3.5. Present new methods in analysing and evaluating prevention interventions	II.3.3.5.1. Simplify and explain methods and outcomes of compared analysis and evaluation of prevention interventions in different contexts	• Thematic paper prepared
II.3.3.6. Develop and implement data collection tools in the area of environmental prevention strategies, especially concerning alcohol	II.3.3.6.1. Develop methods and protocols (in close partnership with DG SANCO) to systematically collect and classify information on environmental prevention policies	• Expanded set of indicators on population-based prevention approaches • Best practice portal section on environmental prevention developed

II.3.4. Good practice, guidelines and quality standards

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.3.4.1. Further develop the Best practice portal (BPP) supporting evidence-based interventions	II.3.4.1.1. Maintain and permanently update the BPP and increase quality of the web interface	• BPP updated and user-friendly
	II.3.4.1.2. Conduct systematic reviews of evidence to support improvement of the content	• Synthesis of Cochrane reviews published on the BPP
	II.3.4.1.3. Conduct a review to identify gaps in the research supporting evidence-based interventions	• Research gaps identified and presented on the BPP
B. New developmental areas		
II.3.4.2. Improve understanding of pregnancy and substance use in Europe	II.3.4.2.1. Develop EU guidelines on pregnancy and substance use in collaboration with WHO	• Guidelines prepared, to be published in 2013
II.3.4.3. Further develop the contribution of the Reitox NFPs to information collection on and dissemination of good practices	II.3.4.3.1. Organise a special workshop on good practice during the 'Reitox week' (May 2012)	• Workshop organised and supporting documents available
	II.3.4.3.2. Prepare the activity plan for 2013–15	• Activity plan 2013–15 adopted by Reitox NFPs

II.4. Supply and supply reduction interventions

Overview

The need to scale up the monitoring of illicit drug supply in Europe is an important component of the current EU action plan and the EMCDDA's three-year work programme (2010–12). According to the strategy adopted during the first European conference on drug supply indicators co-organised by the European Commission and the EMCDDA (held in October 2010), the overall conceptual framework to monitor illicit drug supply will integrate three components: drug markets, drug-related crime and drug supply reduction. Special attention will be given to the possible standardisation, extension and improvement of existing data-collection systems and targeted research will be used to improve understanding of the topic. A roadmap (drafted in 2011) will comprise short-, medium- and long-term monitoring objectives for the three areas.

In the area of drug markets, future activities will focus, among others, on improving drug price and purity data sets and exploring the potential of forensic science. The development of a European standard monitoring instrument on drug-law offences and of indicators on intra-European drug production will be key in the drug-related crime area, together with defining priorities for research. Policing and criminal justice agencies will play a central role in drug supply reduction. Work in this under-researched area will begin with a mapping exercise to provide an overview of drug supply reduction activities in Europe.

The scoping and technical work started in 2010, in close cooperation with the European Commission, to develop the specifications for European key indicators in the area of drug supply (including supply reduction) will reach a final stage in 2012 with the joint organisation of the second European conference on supply indicators. This major event should allow a consensus to be reached at European level on the key indicators to be developed and implemented from 2013 in this domain. In addition in 2012, a substantial share of the EMCDDA's resources in the area of drug supply and drug supply reduction will continue to be devoted to data collection and analysis of information in the fields of drug markets, crime and supply reduction. Furthermore, in the field of drug supply reduction activities, the pilot study launched in 2011 on European drug squads will be finalised.

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.4.1. Step up data collection and analysis on crime, markets and supply reduction	II.4.1.1. Analyse drug production and trafficking trends in Europe: data collection and analysis, literature searches, contacts with external experts and international organisations, data extraction from national reports, analysis and drafting of final texts, production of figures	• Analysis conducted and Annual report drafted • Inputs provided for other products
	II.4.1.2. Develop a technical framework and reconstruct historical data on drug tablets and on seizures in Europe	• Fonte database updated to include data on drug tablets and seizures
	II.4.1.3. Prepare a report on ecstasy production, trafficking and markets in Europe: data collection and analysis, literature search, collaboration with Europol, coordination and editing of contributions, drafting of final texts	• EMCDDA–Europol Joint publication published
	II.4.1.4. Review working modalities and technical cooperation approach with Europol for the preparation of joint publications	• New EMCDDA–Europol framework for preparation of joint publications is available
	II.4.1.5. Complete the pilot study on drug squads in Europe: organisation of a technical meeting, complementary data collection, data analysis, drafting of report	• Small technical meeting to review the results and the lessons learned from the implementation of the study • Technical report prepared
	II.4.1.6. Develop institutional coordination and data exchange with external partners on supply issues	• Coordinated approach on supply issues with external partners: EC, Eurostat, Europol, Eurojust, Cepol, CoE/PG, UNODC, WCO, Interpol
B. New developmental areas		
II.4.2. Develop key indicators on drug supply	II.4.2.1. Organise 2nd European conference on supply indicators in collaboration with the European Commission: coordination with the EC, management of invitations and participants, organisation of the agenda and management of the speakers, organisation of logistics, preparation of supporting documents and follow-up (logistics, conclusions)	• 2nd European conference on supply indicators organised, conclusions available
	II.4.2.2. Produce a strategy for the development of key indicators on drug supply	• Internal working document prepared, with three main components: drug markets, drug-related crime, and drug supply reduction
	II.4.2.3. Produce a roadmap for the implementation of the three key supply indicators	• Internal working document prepared comprising short-, medium- and long-term monitoring objectives for the three areas

II.5. Monitoring new trends and developments and assessing the risks of new substances

Overview

The EMCDDA has been assigned a key role in the detection and assessment of new drugs in the European Union under the terms of the Council Decision 2005/387/JHA on the information exchange, risk assessment and control of new psychoactive substances. The Council Decision requires ongoing and dynamic work to ensure efficient information exchange. As in previous years, the EMCDDA will ensure the implementation of the early-warning system (EWS), together with Europol and its EWS partners in the Member States, the Reitox network. The EMCDDA database on new drugs (EDND) and the Drug profiles series will be further developed as a result of this dynamic work.

In addition, and in view of the ongoing assessment of the Council Decision undertaken by the European Commission in the framework of the EU drugs action plan for 2009–12, the information exchange mechanism and the related data collection tools and guidelines will need to be adapted to the amended Council Decision or to the new legal instrument. If requested, support will be provided to the European Commission in the preparation of new legislation to replace Council Decision 2005/387/JHA.

The EMCDDA in cooperation with the EMA will further operationalise the exchange of data available through the Reitox early-warning system and the EU Pharmacovigilance system, as set out in Article 28c of the new pharmacovigilance legislation.

Methodological approaches to allow better identification and monitoring of new and established substances will be further developed through networking with forensic science centres or through new data sources. The potential of wastewater analysis — an emerging science — to monitor levels of illicit drug use in the community and to identify new drugs will be explored. Implementation of regular Internet snapshots will continue, with an improved methodology to provide a timely window on developments in monitoring new trends in new and established substances. A tool will be developed in the EDND to match 'legal high' products to substances.

In consultation with the European Commission and in full compliance with EMCDDA mandate ([1]), the conceptual framework for monitoring the misuse of medicines will be finalised in 2012 to support the implementation during the following years.

([1]) Regulation (EC) No 1920/2006 of the European Parliament and of the Council of 12 December 2006 on the European Monitoring Centre for Drugs and Drug Addiction (recast); REGULATION (EU) No 1235/2010 of the European Parliament and of the Council of 15 December 2010; and Council Decision 2005/387/JHA on the information exchange, risk-assessment and control of new psychoactive substances.

II.5.1. Implementation of the early-warning system

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.5.1.1. Implement the provisions of the information exchange phase of the Council Decision 2005/387/JHA	II.5.1.1.1. Implement the information exchange mechanism, the early-warning system (EWS)	• Timely notification of new psychoactive substances to the Member States, EC, Europol and EMA • Support (technical assistance, training, advice) provided to Member States, as needed • Public health related warnings issued (if relevant) • New substance profiles prepared for all notified substances • European database on new drugs (EDND) regularly updated
	II.5.1.1.2. Organise the Annual meeting of the Reitox EWS network	• Meeting organised and supporting documents available
	II.5.1.1.3. Prepare the EMCDDA–Europol Joint report on a new psychoactive substance (if appropriate)	• EMCDDA–Europol Joint report prepared
	II.5.1.1.4. Finalise publication 'Profiles: national early-warning systems'	• Publication of 'Profiles: national early-warning systems'
	II.5.1.1.5. Finalise the EMCDDA Monograph on new psychoactive substances	• EMCDDA Monograph published
II.5.1.2. Implement longer-term monitoring on new psychoactive substances	II.5.1.2.1. Collect and analyse EWS progress and final reports from the national EWS (Reitox) network of the Member States	• 60 EWS reports (30 mid-year/progress and 30 final reports) analysed and uploaded in the EDND
II.5.1.3. Ensure transparency in the implementation of the Council Decision 2005/387/JHA	II.5.1.3.1. Prepare the EMCDDA–Europol Annual report on the implementation of the Council Decision, based on collection and analysis of the 2011 data (Article 10 report)	• EMCDDA–Europol Annual report on the implementation of the Council Decision published
II.5.1.4. Implement Article 28c of the Pharmacovigilance legislation	II.5.1.4.1. Finalise implementation arrangements with EMA and participate in training on the use of the EU Pharmacovigilance web-based information system (EudraVigilance)	• EMA–EMCDDA document on implementation arrangements available • EMCDDA staff trained and information exchanged with EMA and the EU Pharmacovigilance system
	II.5.1.4.2. Implement information exchange between EMCDDA and EMA on medicines and substances with medicinal properties	• EDND updated accordingly

Specific objective	Activities	Expected outputs/results
II.5.1.5. Implement new data sources and strengthen further links with forensic science	II.5.1.5.1. Update all online drug profiles and prepare two new drug profiles (if appropriate)	• Online drug profiles updated • Updated drug profiles published as a compendium • Two new drug profiles published (if appropriate)
	II.5.1.5.2. Strengthen the links and improve information exchange with the forensic science network	• Forensic science network operationalised • EMCDDA input at the Annual meeting of the European network of forensic science institutes
	II.5.1.5.3. Adapt Internet monitoring methodology and conduct two Internet snapshots	• Article submitted to scientific journal • Two Internet snapshots conducted, data analysed and results presented in EMCDDA publications
II.5.1.6. Implement risk assessment procedure in line with the provisions of Council Decision 2005/387/JHA in accordance with EMCDDA risk assessment guidelines (if requested by the Council)	II.5.1.6.1. Prepare and organise risk assessment exercise, including data collection and analysis, organising the Scientific Committee meeting and preparation of the report	• Risk assessment meeting of the Scientific Committee organised • Risk assessment technical reports drafted • Risk assessment report from the Scientific Committee sent to the Commission and the Council • New risk assessment guidelines further implemented
B. New developmental areas		
II.5.1.7. Prepare the EWS to meet new legal requirements (if requested)	II.5.1.7.1. Assist the Commission and the Council in preparing a new legislation to replace the Council Decision 2005/387/JHA	• Contribute to the preparation of new legislation to replace Council Decision 2005/387/JHA (if requested)
	II.5.1.7.2. Initiate the process to adapt the information exchange mechanism to the new legal requirements (if appropriate)	• Draft conceptual framework for new EWS guidelines prepared • Structure of the EMCDDA–Europol Annual report and Reporting form on new psychoactive substances adapted • Concept and structure of the new database prepared
II.5.1.8. Project Match: develop a tool in the EDND which matches 'legal high' products to substances	II.5.1.8.1. Compile data from various sources linking new drugs to substances	• Tabular format suitable for operational use prepared
II.5.1.9. Develop monitoring of the misuse of medicines (in the context of polydrug use)	II.5.1.9.1. Finalise the conceptual framework for monitoring misuse of medicines	• Conceptual framework for monitoring misuse of medicines prepared

Specific objective	Activities	Expected outputs/results
II.5.1.10. Further strengthen the EU actions and visibility in the field of new psychoactive substances	II.5.1.10.1. Follow up and build on the results of the First international multidisciplinary forum on new drugs (EMCDDA, May 2011). Co-organise with ReDNet (EC-funded project) the European conference 'Novel psychoactive compounds: the ever-changing world of psychoactive drugs' (Budapest); and follow up on activities in partnership with NIDA	• Conclusions and abstracts of conferences
II.5.1.11. Initiate structured preparation of candidate countries, potential candidate countries and ENP countries for future participation in the EWS	II.5.1.11.1. Carry out training activities at national and regional level (if additional resources are available). Initiate Internet snapshot exercises on new drugs and 'legal highs', in cooperation with candidate countries, potential candidate countries, ENP and some non-EU countries (Ukraine, Russia)	• To be defined depending on resources available

II.5.2. Emerging trends

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.5.2.1. Increase capacity to monitor emerging trends	II.5.2.1.1. Assess the feasibility of relevant data collection on emerging trends and validity of existing indicators	• Internal working document prepared
	II.5.2.1.2. Establish trend-spotting network	• Trend-spotters meeting organised • Case study prepared
	II.5.2.1.3. Develop a network of local, city-level monitoring	• City network that helps assess emerging trends established
	II.5.2.1.4. Further develop the rapid response team (RRT)	• EMCDDA rapid response team operational • Rapid assessment on key issue(s) conducted
B. New developmental areas		
II.5.2.2. Multidisciplinary project to assess and monitor illicit drugs in wastewater	II.5.2.2.1. Follow-up of meetings and studies implemented in 2011	• Internal working document prepared

II.6. Improving Europe's capacity to monitor and evaluate policies

Overview

An important aspect of the EMCDDA's 2012 work programme is the scaling-up of activities that will improve Europe's capacity to monitor and evaluate drug policies. Work in this area will be structured around three linked themes: the legal basis for drug policies and how laws are implemented; monitoring policy development and supporting policy evaluation; and understanding better the economic aspects of European drug policies.

The analysis of laws and legal bases for interventions in European countries will focus on a comparison of penalties for trafficking, on different models and processes for alternatives to punishment and on comparing drug laws with the help of one or several indexes.

In order to support the monitoring and evaluation of drugs strategies and action plans in the European Union a number of new products will be published in 2012, including the European guidelines for the evaluation of national drug strategies and action plans. Further work in this area will include the historical analysis of the content of EU drug policy documents and an inventory and comparison of international drug plans (EU, Americas, etc.). In addition, the EMCDDA will publish the first results of a mapping exercise on drug policy advocacy groups in Europe.

In the area of public expenditure, the EMCDDA will develop national profiles that present available information on the topic, develop guidelines to estimate the costs linked with drug offenders in prison, and investigate the feasibility of estimating court costs related to drug-law offenders.

II.6.1. Laws and legal bases for interventions

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.6.1.1. Increase analysis of national laws and legal bases for interventions and enhance their visibility	II.6.1.1.1. Organise the legal and policy correspondents meeting	• Legal and policy correspondents meeting organised and supporting documents available
	II.6.1.1.2. Prepare a report on 'Alternatives to punishment in practice: typologies, mechanisms, use and evaluation'	• EMCDDA Thematic paper drafted
	II.6.1.1.3. Prepare a report on the range of penalties for comparable trafficking quantities, 'Drug trafficking in Europe — How long for how much?'	• Technical report prepared
	II.6.1.1.4. Finalise the index of drug laws for comparing EU Member States	• Index finalised • Technical report prepared

II.6.2. Drug policy and support to the evaluation of the EU drug strategy and action plans

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.6.2.1. Examine specific drug policy models and better understand decision-making processes at the European, national and local levels	II.6.2.1.1. Develop at least one additional national drug policy profile	• National drug policy profile prepared
	II.6.2.1.2. Assess and publish a study on drug policy advocacy groups in Europe	• EMCDDA Thematic paper published
	II.6.2.1.3. Prepare an inventory and comparative analysis of international drug strategies (EU, OAS, etc.)	• EMCDDA Thematic paper published
II.6.2.2. Develop quality standards and guidelines in the drug policy evaluation field	II.6.2.2.1. Publish European guidelines for the evaluation of national drug strategies and action plans	• EMCDDA Manual published
B. New developmental areas		
II.6.2.1. Examine specific drug policy models and better understand decision-making processes at the European, national and local level	II.6.2.1.4. Carry out preparatory work for the Selected issue on the drug policies of large European cities in conjunction with the Reitox network (2013 Selected issue)	• Preparatory work for the 2013 Selected issue carried out
II.6.2.3. Analyse changes in EU drug strategies and action plans 1990–2012	II.6.2.3.1. Prepare an analysis of the development of EU drug policy documents	• EMCDDA Thematic paper published • Database of coded information developed

II.6.3. Public expenditure and economic analysis

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.6.3.1. Improve the monitoring and reporting on drug-related public expenditure (based on the new model developed)	II.6.3.1.1. Publish national drug policy expenditure profiles on the EMCDDA website	• Online national public expenditure profiles published
	II.6.3.1.2. Develop methods to estimate public expenditure related to detainees for drug-law offences	• EMCDDA Thematic paper published
II.6.3.2. Further develop analysis of the impact of the economic recession and of austerity measures	II.6.3.2.1. Conduct an external study to prepare the 2013 Selected issue on austerity budgets and drug services (2013 Selected issue)	• Study results available for the Selected issue

II.7. Scientific coordination, research and content support

II.7.1. Scientific coordination

The scientific work of the agency covers a wide range of complex topics that require detailed knowledge and specialised expertise. Many of the EMCDDA's outputs need these different topics to be brought together to produce issues-based analysis. Coordination of the scientific work programme is therefore an important task to ensure: the overall coherence of the work; that competing priorities are appropriately balanced; and that common technical and operational issues are addressed. The main activities planned for the Coordination team are the operational tasks required to ensure coordination of the scientific work although some transversal developmental tasks also need to be undertaken.

A priority in 2012 will be to oversee and evaluate the work conducted in the cross-unit projects (CUPS). CUPs are timebound, formal structures tasked with completing important transversal tasks. In 2011, it was decided to continue the work of the treatment and prison CUPS.

In 2012, the central task for each CUP is to develop a more integrated strategy to act as a springboard for launching activities in these areas in the 2013–15 work programme. In the area of treatment, the main task will be to develop a more unified strategy for data collection and analysis. In the prisons area, a consensus meeting will be organised and a new publication on drugs and prison will be released to provide a comprehensive overview of the current situation. The modelling CUP was not continued as it was decided, after evaluation and the structural changes within the agency, that it would be no longer useful.

With respect to developmental tasks, the coordination team will play an important role in preparing the scientific aspects of the work to ensure that the EMCDDA is prepared for the technical challenges of the new three-year work programme. The systemic review process launched in 2011 will be concluded and some important methodological development tasks will be overseen.

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.7.1.1. Coordinate scientific activities to ensure that resources are managed efficiently, that objectives are achieved and that quality control of outputs is assured	II.7.1.1.1. Organise regular Scientific coordination meetings and Scientific division meetings	• Scientific coordination meetings and Scientific division meetings organised and supporting documents available • Improved internal coordination and planning, enhanced quality of outputs
	II.7.1.1.2. Define and implement the EMCDDA scientific strategy	• Scientific strategy prepared
	II.7.1.1.3. Prepare the Selected issue on drugs and tourism	• Selected issue published
II.7.1.2. Implement the conclusions of the systemic review of tools (SRT) resulting from the 2011 exercise	II.7.1.2.1. Set up the SRT implementation group and organise group meetings	• SRT group set up, meetings organised and supporting documents available
	II.7.1.2.2. Develop the strategic framework and the action plan for the implementation of the conclusions of the systemic review of tools	• Strategic framework and action plan for implementation developed

Specific objective	Activities	Expected outputs/results
	II.7.1.2.3. Revise the structure, process and cycle for production and delivery of the national reporting package, in consultation with the NFPs	• Guidelines for the new reporting package developed and presented for adoption by the NFPs
II.7.1.3. Enhance qualitative data collection and analysis	II.7.1.3.1. Develop and implement internal strategy for qualitative data collection and analysis	• Internal strategy for qualitative data collection and analysis developed
	II.7.1.3.2. Collect, analyse and report for Voices paper on adolescent cannabis users	• EMCDDA Thematic paper published
II.7.1.4. Improve quality criteria for EMCDDA reporting tools	II.7.1.4.1. Review the use and potential of expert ratings on responses to drug use	• Technical paper prepared
B. New developmental areas		
II.7.1.5. Ensure scientific coordination and improve understanding of specific areas under development	II.7.1.5.1. Prepare a report on the relationship between drug use, impaired driving and traffic accidents	• Technical report prepared
	II.7.1.5.2. Develop an internal strategy on workplace drug testing, co-morbidity and other developmental areas	• Internal working document prepared • Article on workplace drug testing submitted to scientific journal
II.7.1.6. Develop awareness on the ethical issues related to monitoring drug use and responses	II.7.1.6.1. Audit current debates and develop a conceptual framework for understanding debates on the ethical aspects related to monitoring drugs	• Literature review carried out and conceptual framework drafted • Limited expert group meeting organised

II.7.2. Drug-related research and cooperation with the scientific community

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.7.2.1. Establish an overview of EU and national drug-related research	II.7.2.1.1. Carry out ongoing information collection and analysis to update websites and drug-related research database	• Dedicated websites (public, intranet and Scientific Committee extranet) updated, drug-related research database updated
II.7.2.2. Contribute to and coordinate EMCDDA contribution to relevant studies and research	II.7.2.2.1. Support, as appropriate, and follow-up on and contribute to relevant studies and research, inline with the EMCDDA's priorities and available resources (e.g. ERANID)	• More efficient use of EMCDDA resources and more insight on research findings gained
II.7.2.3. Sustain cooperation with addiction scientific journals to support increased visibility of the EMCDDA´s work	II.7.2.3.1. Organise the annual meeting of the International Society of Addiction Journal Editors (ISAJE)	• ISAJE annual meeting organised
B. New developmental areas		
II.7.2.4. Promote and coordinate drug-related postgraduate academic training projects	II.7.2.4.1. Provide support to EC funding applications for 'Initial training network on drugs'	• EC funded applications supported for establishing EU postgraduate 'Initial training network on drugs'
II.7.2.5. Boost the exchange of information on research programmes and possible sources for funding within the Reitox network	II.7.2.5.1. Develop a 'Research forum' module at the Reitox HNFPs meeting in May 2012	• 'Research forum' module delivered at the Reitox HNFPs meeting in May 2012

II.7.3. Content support

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.7.3.1. Ensure the scientific coordination and editing of the 2012 Annual report	II.7.3.1.1. Carry out all activities related to the scientific coordination and editing of the 2012 Annual report: planning and agreement on content, scientific writing, consultation with the NFPs, final draft and editing	• Annual report 2012 prepared in line with the agreed timelines
II.7.3.2. Ensure the preparation of the 2013 Annual report	II.7.3.2.1. Develop and implement a new concept for the EMCDDA's Annual report	• New concept and work processes for the Annual report developed
II.7.3.3. Coordinate the selection and drafting of guidelines for the 2014 Selected issues	II.7.3.3.1. Prepare the guidelines for the 2014 Selected issues	• Guidelines adopted by the NFPs

II.7.4. Cross-unit projects

II.7.4.1. Cross-unit project Treatment

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.7.4.1.1. Coordinate internal scientific exchange, critical assessment and coordination of the EMCDDA's work in the treatment area	II.7.4.1.1.1. Organise regular meetings of staff involved in treatment data collection and analyses	• CUP Treatment meetings organised and supporting documents available
II.7.4.1.2. Develop strategy for data collection and analyses on treatment and related areas	II.7.4.1.2.1. Prepare strategy based on the conceptual framework developed in 2011, in consultation with NFPs	• Strategy and action plan developed
II.7.4.1.3. Implement the EMCDDA treatment data collection action plan	II.7.4.1.3.1. Prepare international thematic meeting on evaluation	• Preparatory work conducted

II.7.4.2. Cross-unit project Prison

Specific objective	Activities	Expected outputs/results
A. Core activities		
II.7.4.2.1. Coordinate the EMCDDA's work on drugs and prison, including information on epidemiology and interventions, and report the results	II.7.4.2.1.1. Organise regular internal meetings and prepare working documents, as needed	• CUP Prison meetings organised and supporting documents available
	II.7.4.2.1.2. Coordinate the preparation of the EMCDDA Selected issue (mandatory) on drugs and prison	• Selected issue published

Specific objective	Activities	Expected outputs/results
II.7.4.2.2. Develop a data collection strategy on drugs and prison at European level	II.7.4.2.2.1. Prepare the data collection strategy on drugs and prison based on contributions from different areas	• Data collection strategy on drugs and prison developed
	II.7.4.2.2.2. Organise a European meeting on drugs and prison	• Meeting organised and supporting documents available
II.7.4.2.3. Support and facilitate the exchange of information with European and international organisations on several projects (e.g. WHO) regarding drugs and prison	II.7.4.2.3.1. Participate in meetings, provide informal advice, exchange information, in particular with WHO Health in Prisons Project (HIPP), and with other international organisations	• EMCDDA input into international meetings (reflected by presentations, meeting reports, etc.)

Section III

Cooperation and collaboration with key external partners

Overview

The overall objectives for 2012 in this area are to further develop collaboration with the EU institutions and agencies, and to develop the services provided to the European Council, European Parliament and European Commission. Partnerships with international organisations will also be consolidated ensuring that their respective activities are complementary. Cooperation with non-EU countries will be developed with a focus on the added value of building national drugs observatories and monitoring systems with a European perspective. Attention will be paid to providing sound and consistent EMCDDA output in this area with efficient allocation of resources, and also to strengthening project management and monitoring of technical assistance projects.

In the area of collaboration with EU institutions, the EMCDDA will contribute with technical information and drug-related data to different meetings and conferences organised by the Council and the EU Presidencies, the European Parliament and the European Commission. Systematic collaboration will ensure complementarity in EU-funded drug-related activities. In addition, the EMCDDA's ongoing monitoring of the situation and responses at national and EU level will be used to assess the implementation of the political documents and to analyse the situation at the EU level. Thus, if requested by the EC, the EMCDDA will provide input to the monitoring process of the implementation of the EU drugs action plan and EU Communication and action plan to combat HIV/AIDS.

Close collaboration will be continued with EU agencies based on the priority areas identified in existing agreements and work programmes. Examples include a joint publication with Europol on ecstasy production, trafficking and markets in Europe, and contribution to the ECDC report on monitoring the implementation of the Dublin Declaration. Cooperation with the EMA in implementing the pharmacovigilance legislation and with CEPOL in the training of police officers in Europe on drug-related issues will be further strengthened.

With regard to international and regional organisations, exchange of expertise and data as well as contribution to technical meetings with UNODC, WHO and CICAD are planned with the objective of creating a better picture of the drug phenomenon at the European and global level and to develop harmonised drug monitoring systems. In the area of collaboration with candidate and potential candidate countries, the priorities for 2012 are: to continue preparing their participation in the EMCDDA through the new IPA–EMCDDA technical cooperation programme (IPA 4), to develop new capacity-building activities, to put the information collected into perspective and to provide targeted analysis to the EMCDDA's key stakeholders.

Reitox activities include the organisation of the first 'Reitox week' in May 2012, the development of a Reitox Academy summer course on 'European and national drugs observatories and monitoring' (for July 2013), a Reitox Academy seminar on 'the European Union, the EU drugs policy and the enlargement process under the Lisbon Treaty' in December 2012, and the drafting of a Thematic paper on '1991–2011: challenges and perspectives for drug-related information in the Western Balkans'.

Cooperation with the European Neighbourhood Policy (ENP) countries will see an important development in 2012 with the expected start of a first technical cooperation project. This project will include the countries that formally declare their interest to participate in the last quarter of 2011. This first activity will focus on building/strengthening national drug observatories and will include an in-depth analysis of the gaps and needs for information on the drugs situation in those countries so as to define a plan for future joint publications in 2013–15. Regarding cooperation with other non-EU countries, taking into account the limited resources available and as stressed in EMCDDA international cooperation strategic documents, activities will be limited to ad hoc and targeted support to EC-specific projects (upon the European Commission's request) such as COPOLAD and CADAP.

III.1. EU institutions, agencies and civil society

Specific objective	Activities	Expected outputs/results
A. Core activities		
III.1.1. Support drug policy dialogue at EU level and ensure effective collaboration with the EU institutions and civil society	III.1.1.1. Provide expertise and technical information to the European Parliament, the European Council and the European Commission	• Launch of the 2012 Annual report in the EU institutions organised • EMCDDA contribution to the EU Presidencies events and technical documents provided
	III.1.1.2. Participate and contribute with technical expertise to EU-level meetings such as: HDG, COSI, Inter-Service Steering Group (ISSG), political dialogues with third countries, as well as the EU participation in external fora	• EMCDDA input to EU-level meetings, as reflected by presentations delivered, meeting minutes/reports and others • EMCDDA input to the revision by the EC of the Framework Decision on drug trafficking ([1]) • EMCDDA technical support provided to the Member States during the session of the Commission on Narcotic Drugs (CND)
	III.1.1.3. Provide support to civil society fora on drugs and HIV/AIDS-related issues	• Presentations delivered • Contribution to documents and discussions
III.1.2. Increase and improve coordination and cooperation of the EMCDDA's contribution to EC-funded drug-related projects	III.1.2.1. Systematic follow-up on EC-funded projects, ensuring synergies and timely contributions, in particular to relevant drug-related projects funded under DG Research, DG JUST, DG HOME and DG SANCO (EHEA) programmes	• More systematic use of EMCDDA resources ensuring synergies and avoiding duplication of effort
III.1.3. Further develop technical cooperation on drug-related issues with EU agencies, such as Europol, ECDC, EMA, CEPOL and Eurojust	III.1.3.1. Implement existing agreements and work programmes and explore potential areas of work with other EU agencies such as EFSA and FRA	• Existing agreements and work programmes implemented • Analysis of potential areas of work performed and bilateral meetings organised, as appropriate
	III.1.3.2. Contribute to collaborative meetings, specific projects, strategy documents and guidelines	• EMCDDA input, as reflected by presentations, meeting reports and other technical documents, provided • Joint publications launched • Joint analyses performed

([1]) Council Framework Decision 2004/757/JHA of 25 October 2004.

III.2. Key external partners

Specific objective	Activities	Expected outputs/results
A. Core activities		
III.2.1. Exchange of knowledge and best practice in monitoring the drug situation with international and regional organisations active in the drugs field, such as UNODC, WHO, Council of Europe Pompidou Group, CICAD	III.2.1.1. Implement existing agreements and work programmes and continue exchange of expertise, know-how and information	• Existing agreements and work programmes implemented • Contribution to specific projects and expert meetings provided
	III.2.1.2. Contribute to developing data collection tools and building drug monitoring systems by promoting EMCDDA approaches and working methods at expert meetings and conferences	• Participation in internal and external expert meetings, training activities and seminars assured • The EMCDDA handbook on building national drug observatories promoted and disseminated

III.3. Candidate and potential candidate countries

Specific objective	Activities	Expected outputs/results
A. Core activities		
III.3.1. Prepare the candidate and potential candidate countries to the EU for their participation in the EMCDDA	III.3.1.1. Implement technical assistance activities to contribute to developing national data collection systems on drugs in line with EMCDDA standards and enhance the capacity of experts from the beneficiary countries to collect data in line with international standards (training activities, meetings, workshops, etc.)	• Strengthened cooperation with IPA beneficiaries, to reinforce national capacity for data collection and reporting on drugs • Training activities expert meetings, etc. organised
B. New developmental areas		
III.3.2. Strengthen/develop the national expertise of candidate and potential candidate countries to monitor the drugs situation and to build national focal points	III.3.2.1. Organise the first 'Reitox week' at the May HNFP meeting, where candidate and potential candidate countries participate in workshops and in training seminars	• Candidate and potential candidate countries supported in their work at national level for developing NDO or NDIS
	III.3.2.2. Carry out preparatory work for the organisation of a Reitox Academy summer school on 'European and national drugs observatories and monitoring' in Lisbon (to take place in 2013)	• Comprehensive training programme and materials developed, full agenda prepared, experts/trainers identified and selected
III.3.3. Develop understanding of the role of EMCDDA within the broader context of the EU, the EU drugs policy and enlargement under the Lisbon Treaty	III.3.3.1. Organise a joint Reitox Academy seminar on 'The European Union, the EU drugs policy and the enlargement process under the Lisbon Treaty'	• Comprehensive training programme delivered and 2 experts per country (on average) trained • Improved understanding by participants of the EU, EU drugs policy and the enlargement process

Specific objective	Activities	Expected outputs/results
III.3.4. Provide EMCDDA stakeholders and audiences with a comprehensive overview of available information on the drugs situation in the Western Balkans	III.3.4.1. Develop a report '1991–2011: challenges and perspectives of drug-related information in the Western Balkans'	• Thematic paper prepared
	III.3.4.2. Prepare first or improved national reports on the drugs situation in candidate and potential candidate countries	• National reports prepared or improved, information on national situations updated, as available

III.4. European Neighbourhood Policy (ENP) countries and third countries

Specific objective	Activities	Expected outputs/results
A. Core activities		
III.4.1. Initiate structured cooperation with ENP countries to prepare their future participation in the EMCDDA Annual report	III.4.1.1. Organise national scientific seminars with interested/committed partner countries with TAIEX support	• Two national scientific seminars with TAIEX support organised and supporting documents available
	III.4.1.2. Start to implement a first technical cooperation project (start date depends on EC approval)	• First technical cooperation project started (kick-off meeting organised)
	III.4.1.3. Organise a regional scientific seminar with Southern partnership countries as a follow-up to the Rabat seminar conducted in November 2010	• Regional scientific seminar with Southern partnership countries organised and supporting documents available
III.4.2. Promote EU know-how on regional and national drug monitoring systems and related observatories, as a contribution to EC policy instruments	III.4.2.1. Contribute on an ad hoc basis and upon request by EC to EC-funded programmes aimed at establishing national drug observatories and national drug monitoring systems (COPOLAD, CADAP)	• EC policy instruments supported by the EMCDDA's know-how and standardised instruments and methodologies • Two trainees representing national drug observatories from the CADAP hosted by the EMCDDA (or A joint EMCDDA-CADAP traineeship programm for national drug monitoring experts from the CADAP countries implemented and assessed)

IV

Section IV

Supporting the achievement of results

IV.1. Communicating the EMCDDA's findings to external audiences

Overview

The EMCDDA recognises that investing in data collection and analysis is only worthwhile if it results in useful products that can be accessed by those who need them in an appropriate form and timeframe. A range of communication activities support this aim and include: publications (printed and web-based), presentations, dissemination, media relations, public relations, events and marketing, and library services. The priorities for these areas are clearly set out in the 2010–12 work programme.

In the area of timeliness, the main challenge is to produce high-quality outputs to the agreed schedule. Improving workflows to ensure that outputs are processed efficiently with key quality controls respected will be a focus. The priority accorded to different products will be reviewed to ensure that work on labour-intensive products is not to the detriment of shorter more incisive ones.

Using the appropriate medium for communicating with the various EMCDDA target audiences is essential and investment in pertinent and user-friendly web-based products will continue in line with technical developments and audience preferences. The organisation of the content on the public website will be fine-tuned to enhance its accessibility.

The EMCDDA's multilingual policy will be reviewed and a cost analysis performed to ensure that it is still meeting audience needs and still appropriate given the limited financial resources available. Guidelines for needs-based language provision will be drawn up to serve as a basis for making sound decisions in this area. The EMCDDA glossary project will continue with the identification and definition of further terms that pose a problem for translation.

Communicating findings face-to-face — in the form of servicing visits from policymakers, making presentations at conferences and exhibitions and talking to the media — will remain a key channel for disseminating timely information to the audience in question. The EMCDDA will be represented at key events in the drugs calendar and its products disseminated at numerous meetings and conferences.

Responding to differentiated needs remains a focus and tailored products for each EMCDDA audience have been conceived. A multimedia contract will facilitate the production of content in newer media forms, for example video content. Also, the EMCDDA's use of social media to dialogue with specific audiences will be further developed and an e-mail version of Drugnet Europe introduced in response to audience demand.

Further efforts will be made to obtain feedback on the impact of EMCDDA communication actions and the monitoring of web use, media coverage and distribution will be continued. A more comprehensive and structured monitoring and quantification of all EMCDDA activities that disseminate results and information will provide a sound basis for the effective management of communication resources.

IV.1.1. Timeliness

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.1.1.1. Ensure the publication of high-quality and timely products in line with targets committed to in the 2010–12 work programme	IV.1.1.1.1. Update and implement the EMCDDA communication strategy	• Updated communication strategy and action plan aligned with outcome of systemic review • EMCDDA work facilitated by improved internal communication
	IV.1.1.1.2. Assure publication, launch and dissemination of outputs listed in the 2012 outputs list	• Planned products published, launched and disseminated
	IV.1.1.1.3. Improve quality control in the production process of EMCDDA products by formalising key-control and sign-off points in the workflows	• Key quality control points identified and formalised
	IV.1.1.1.4. Hold regular Editorial board meetings involving key staff in the products production process to ensure tracking and quality control of outputs	• Editorial board meetings organised • Improved planning for publication of products
	IV.1.1.1.5. Complete the guidance documents and work processes used for the production of different outputs	• Consolidated procedures (workflows, templates and guidelines) prepared and presented to EMCDDA staff
	IV.1.1.1.6. Put in place additional framework contract(s) to support production of outputs (graphic design, editing, printing)	• New framework contract in place, to improve flexibility/timeliness for contracting graphic design, editing and printing work

IV.1.2. Getting the medium right: accessibility, web-based products and language issues

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.1.2.1. Develop online tools in line with audience needs and developments in technology	IV.1.2.1.1. Continue to improve the EMCDDA's public website introducing new features	• Improved website with information more accessible to users
	IV.1.2.1.2. Implement the outcome of the CMA (Content Management Application) road map project	• New tool for web content management on the public website selected. New working procedures and workflows developed and implemented
	IV.1.2.1.3. Implement a web governance strategy	• Policies, procedures and roles defined and documented
	IV.1.2.1.4. Develop a policy and define a workflow for news publication across multiple platforms (social media, website, RSS feeds, etc.)	• Processes for news publication developed and implemented
IV.1.2.2. Assure better quality and relevance of multilingual products	IV.1.2.2.1. Continue to work with NFPs on the terminology/glossary project (as appropriate and in accordance with needs)	• New terms with agreed and translated definitions uploaded to IATE (Inter Active Terminology for Europe)

Specific objective	Activities	Expected outputs/results
B. New developmental areas		
IV.1.2.3. Analyse current multilingual policy and publishing strategy	IV.1.2.3.1. Review the agency's products to identify what needs to be produced in what languages, taking on board the survey results from focal points and other feedback received. Establish a process for assessing whether a publication should be translated into a non-EU language	• New multilingual policy prepared

IV.1.3. Active communication: our participation

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.1.3.1. Enhance the EMCDDA's reputation and recognition as the European central reference point in the drugs field	IV.1.3.1.1. Further develop the training project 'Representing the EMCDDA' , involving communication training activities for EMCDDA staff who go on mission (staff as ambassadors)	• EMCDDA staff provided with improved communication skills
	IV.1.3.1.2. Launch Corporate Identity Phase II: 2012 project	• Brand update in accordance with scope of refresh decided
	IV.1.3.1.3. Organise or participate at key annual events (Annual report launch, 26 June, promotional fairs, CND) and maximise exhibiting and other promotional opportunities (e.g. International days, key conferences)	• EMCDDA represented at key events • Presentation folders, pictures, videos, media reports prepared (as appropriate)
	IV.1.3.1.4. Build sound contacts and relations with journalists, provide media-friendly information with clearly defined messages, assess the impact via monitoring and press reviews and organise media training for EMCDDA staff	• Interviews set up, catalogue of journalist groups further developed, support provided to NFPs to ensure optimal dissemination at national level • Press conferences/press events organised • Press products (news releases, factsheets, etc.) prepared and released, 'advanced warning' techniques (e.g. via pre-tweets) improved and used more extensively • Media monitoring and evaluation (press reviews and analyses) • Training organised, staff provided with improved media communication skills
B. New developmental areas		
IV.1.3.2. Develop the EMCDDA's multimedia content	IV.1.3.2.1. Draw up guidelines and framework contract for developing multimedia content (e.g. video content for events and EMCDDA display areas)	• Framework contract launched • Guidelines developed
IV.1.3.3. Develop material to support the EMCDDA's representation work	IV.1.3.3.1 Draw up a framework contract to support the production of exhibition and promotional materials	• Framework contract launched

IV.1.4. Disseminating and valorising our outputs

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.1.4.1. Optimise dissemination activities	IV.1.4.1.1. Review dissemination channels and assess value and main target audience reached by each	• Improved understanding of the value and main target audience reached by current dissemination channels
	IV.1.4.1.2. Continue to analyse and reduce print-runs (and therefore costs) and replace them with the more flexible print-on-demand option offered by EU bookshop	• Reduced print-runs and new print-on-demand system put in place
	IV.1.4.1.3. Ensure appropriate display of EMCDDA publications on EU bookshop and reinforce EU bookshop as the general public's gateway to our publications	• EMCDDA products appropriately presented on EU bookshop
B. New developmental areas		
IV.1.4.2. Improve distribution of EMCDDA publications through developing e-mail subscription services	IV.1.4.2.1. Send publications (in pdf format) on demand and produce e-mail newsletter	• E-mail subscription service set up

IV.1.5. Responding better to differentiated needs

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.1.5.1. Ensure that different target groups are reached with the most suitable channel/product	IV.1.5.1.1. Launch a survey to collect feedback from target user groups on relevance and importance of EMCDDA product(s) (starting with Drugs in focus)	• The results of the survey are analysed and a follow-up action plan developed
	IV.1.5.1.2. Update scientific contacts and search for more websites and blogs which are relevant for reaching scientific audiences	• Lists of scientific journal contacts expanded • Relevant websites and blogs used for reaching scientific audiences identified
	IV.1.5.1.3. Work with scientific teams to identify key stakeholders in the practitioners' group	• Better targeted dissemination lists developed
	IV.1.5.1.4. Regularly update the public website and launch awareness-raising products on international days to better serve citizens with drug-related information	• Publications, topic overviews to mark international days (Women's, Children's, World AIDS, Hepatitis, etc.) • Content provided to EU public health portal
B. New developmental areas		
IV.1.5.2. Make the EMCDDA´s work available to new audiences	IV.1.5.2.1. Develop and organise the summer school 'Drugs in Europe: supply, demand and public policies'	• 2012 summer school organised

IV.1.6. Supporting scientific knowledge and research (library and documentation services)

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.1.6.1. Provide reliable and efficient information, library and documentation services supporting the research needs of scientific staff	IV.1.6.1.1. Provide reliable and efficient information services, proactively disseminating information on a selective basis to support the research needs of scientific staff, and other information needs within the EMCDDA	• Information bulletins published at regular intervals • Ad hoc alerts distributed on an individual basis • Literature searches
	IV.1.6.1.2. Evaluate, acquire and manage information resources and maintain facilities conducive to study and research, suitably equipped for the organisation and utilisation of the library's resources	• A well-managed collection of electronic and print resources available • Fully equipped and furnished library
	IV.1.6.1.3. Networking and cooperation with other libraries and librarians to exchange experience and share best practices	• EMCDDA input into Eurolib

IV.2. Governance, management and networks

Overview

In the area of governance, the core objective will be to continue to ensure that the EMCDDA performs the tasks set out in its Regulation and the 2010–12 strategy in the most cost-effective way. As in previous years, continuous support will be provided to the Management Board in carrying out its mandate. This includes ongoing contact with the Board members, organisation of the statutory meetings and preparation of the documents to support their work. 2012 will also see the adoption by the Management Board of the agency's new strategy and work programme for 2013–15. The document will identify the priority areas, goals and main objectives for the next three years and will set up an action plan for performing the activities and achieving the expected results.

The EMCDDA's Scientific Committee plays an important role in advising and assisting the agency on the scientific aspects of its activities. In 2012, the Scientific Committee will support the EMCDDA in the preparation of the 2013–15 three-year work programme and the 2013 annual work programme, and will adopt a formal opinion on both documents. It will also contribute to the preparation of the Council's annual dialogue on drug-related research. The Scientific Committee will be prepared to act under the 'Council Decision on information exchange, risk-assessment and control of new psychoactive substances', if requested by the Council, and to issue opinions on any scientific matters concerning the EMCDDA's activity, at the request of the Director or the Management Board.

The external evaluation of the EMCDDA, coordinated by the European Commission, is another important activity and the results available in 2012 will support the agency's ongoing efforts to improve its work.

At the operational level, the process of improving internal coordination of the EMCDDA´s work will continue. This involves organising regular Heads of unit meetings and ensuring follow-up on the decisions made, as well as refining the role and function of the Internal coordination group set up in 2011.

At the same time, special consideration will be given to rationalising use of the agency's resources and further improving its performance. To this end, a revision of internal processes will be conducted and proposals for improvement will be prepared. Furthermore, the role of planning, monitoring and reporting activities in supporting sound decision-making will be enhanced. New tools to collect information and document the work will be introduced and a system for performance monitoring will be gradually developed and tested, to be fully implemented during the next three-year strategy.

The work of the Reitox coordination unit and of the Reitox network will focus on three main priorities and challenges: 1) providing support for the adoption and implementation of recent advances in the scientific work of the agency (new TDI protocol, updated definitions and PDU estimates, new framework for quality assurance and quality reports), 2) moving forward the implementation of the Reitox development strategy with a priority given to the added value of the work of NFPs at EU and national level through the launch of a 'Reitox focus groups' initiative, and 3) concluding the definition for a new structure and new working methods for Reitox NFP meetings and the organisation of the first 'Reitox week' in May 2012.

IV.2.1. Governance

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.2.1.1. Facilitate strategic decision-making process by providing support to the EMCDDA statutory bodies	IV.2.1.1.1. Coordinate, prepare and organise follow-up of the meetings and decisions of the Management Board, of the Executive Committee and the Budget Committee	• Two Management Board meetings, four Executive Committee meetings and four Budget Committee meetings organised and Board members provided with all the necessary documents to perform their duties
	IV.2.1.1.2. Coordinate, prepare and organise the meetings of the Scientific Committee and follow up on the conclusions and recommendations	• Two Scientific Committee meetings organised and members provided with all the necessary documents to perform their duties
B. New developmental areas		
IV.2.1.2. Support the external evaluation of the EMCDDA	IV.2.1.2.1. Participate in the Steering Committee chaired by the EC and provide support and input to the external contractor, as appropriate (by means of participating in interviews, providing supporting documents and clarifications, and reviewing documents and reports produced by the external contractor)	• Quality input provided by the EMCDDA to support the external evaluation exercise • Reports developed by the external contractor reviewed by the EMCDDA, in line with the terms of the contract

IV.2.2. Management

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.2.2.1. Implement effective management and sound decision-making processes to ensure achievement of results and efficient use of EMCDDA resources	IV.2.2.1.1. Perform top-level managerial activities, organise regular Heads of unit and Coordination group meetings and implement the decisions made	• Heads of unit meetings organised and decisions implemented • Coordination group meetings organised and recommendations followed up on
	IV.2.2.1.2. Assess internal processes with a view to rationalising use of resources and improving performance	• Internal working group set up and proposal to rationalise use of resources and improve performance developed
IV.2.2.2. Ensure compliance with the data protection rules applicable to EU bodies, Regulation (EC) 45/2001	IV.2.2.2.1. Process all personal data in compliance with this legislation	• Data protection rules applicable to EU bodies (Regulation (EC) 45/2001) observed in all EMCDDA activities

Specific objective	Activities	Expected outputs/results
IV.2.2.3. Ensure effective collaboration with the Member States	IV.2.2.3.1. Conduct an assessment of the status of cooperation with the Member States to identify areas for further development	• Report on the status of cooperation with the Member States prepared
	IV.2.2.3.2. Collaborate with the authorities in the host country, namely with the Parliament, Government, and Presidency of the Portuguese Republic	• Contacts with the new persons in charge of drugs in the Portuguese Parliament, Government and Presidency of Republic duly established and operational • Proposal to improve the usefulness/ visibility of the EMCDDA in Lisbon, namely with local authorities, prepared
IV.2.2.4. Strengthen the role of the EMCDDA in providing drug-related information to external partners	IV.2.2.4.1. Organise visits of external partners to the EMCDDA	• Successful visits organised, through improved internal coordination and increased value for both visitors and the EMCDDA

IV.2.3. Strategic planning, monitoring and reporting

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.2.3.1. Ensure appropriate planning, monitoring and reporting of the EMCDDA´s activities	IV.2.3.1.1. Prepare the General report of activities 2011	• General report of activities 2011 prepared and published online by 15 June 2012
	IV.2.3.1.2. Develop the 2013–15 strategy and work programme	• 2013–15 strategy and work programme developed and adopted by the Management Board
	IV.2.3.1.3. Prepare and conduct the 2012 mid-year monitoring exercise	• Mid-term monitoring report prepared
	IV.2.3.1.4. Develop the 2013 Annual work programme	• 2013 Annual work programme developed and adopted by the Management Board
B. New developmental areas		
IV.2.3.2. Improve performance monitoring, to facilitate sound decision making	IV.2.3.2.1. Develop performance indicators for the 2013–15 strategy and work programme	• Performance indicators defined, to be implemented within the 2013–15 planning exercise
IV.2.3.3. Improve the collection, management and presentation of data related to EMCDDA events	IV.2.3.3.1. Implement the events management tool	• Events management tool fully operational

IV.2.4. Internal control system and risk management

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.2.4.1. Ensure implementation of sound internal control system, in line with the existing EU regulations and practices	IV.2.4.1.1. Verify thoroughly the financial transactions, notably as regards legality and regularity of operations, and provide recommendations on best practices, mainly concerning cost effectiveness of operations	• All financial operations submitted are duly verified ex ante and corrections entered where necessary • Measures for improvement of financial management taken, as appropriate
B. New developmental areas		
IV.2.4.1. Ensure implementation of sound internal control system, in line with the existing EU regulations and practices	IV.2.4.1. 2. Produce a repository of the state of compliance with the EMCDDA internal control standards for effective management and control	• Repository prepared and updated every six months

IV.2.5. The Reitox network

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.2.5.1. Facilitate the decision-making process and encourage more involvement by the NFPs in content-related debates	IV.2.5.1.1. Finalise the reorganisation of the Reitox HNFPs' meetings on the basis of a clearer decision process and more involvement in content-oriented debates	• Clearer and more efficient decision-making procedures for the Reitox HNFPs meetings prepared • 'Reitox week' organised in May 2012 and supporting documents available • New formula for the HNFPs meetings adopted by 30 September
IV.2.5.2. Ensure strong and high-quality financial and administrative management of the grant agreements, making full use of the new dedicated management information system (HERMES)	IV.2.5.2.1. Implement HERMES (for the first full year) for financial and administrative management of the grant agreements	• Main steps in grant management process fully documented, closely monitored and implemented without delays at the EMCDDA
IV.2.5.3. Maintain a very good level of operational execution of the grant agreements	IV.2.5.3.1. Monitor difficulties or delays in the management of the grant agreements and carry out on-site regular visits to the concerned NFPs for additional support and periodical external audits	• List of countries and interventions permanently updated and regular on-site checks and capacity-building activities implemented
IV.2.5.4. Provide tailored support to focal points in need of institutional, scientific or administrative support	IV.2.5.4.1. Provide on-site institutional support (upon request) and improve the follow-up of recommendations made in the quality reports	• Reitox NFPs are supported and are given more institutional visibility at national level • Better and more systematic follow-up of quality reports
	IV.2.5.4.2. Support national activities aimed at establishing or strengthening a national drug observatory (NDOs), based on the Handbook on building NDOs and development of specific training materials	• Training and institutional activities promoting the role of NDO and new standard training materials available

Specific objective	Activities	Expected outputs/results
	IV.2.5.4.3. Update and implement a joint Reitox Academy work programme, including organising national or clustered Reitox Academies to help improve scientific quality (where relevant), and prepare the outline of the Reitox Academy programme 2013–15	• Updated Reitox Academy programme for 2012, following the conclusions of the Reitox HNFP meeting of November 2011 • Tailored training provided on scientific or administrative topics and supporting documents available • Outline of the Reitox Academy programme 2013–15 prepared
IV.2.5.5. Give more visibility to Reitox developments at European and national level	IV.2.5.5.1. Disseminate the leaflet 'Frequently asked questions about the Reitox network', publish articles in relevant publications (Drugnet Europe), support national launches of the EMCDDA's Annual report	• Information on Reitox network disseminated at main drug-related events • Increased visibility of Reitox and EMCDDA work
B. New developmental areas		
IV.2.5.6. Encourage and support the NFPs to develop partnerships and build new projects and activities	IV.2.5.6.1. Organise permanent working groups at the Reitox HFPs May meeting (Reitox week) with the aim of sharing experiences and developing partnerships	• 3 working groups organised during the Reitox week: 'Added-value actions', 'Project factory' and 'Research forum'
	IV.2.5.6.2. Participation of NFPs in the development and activities of the Reitox coaching model	• Reitox coaching model activities organised with candidate countries, potential candidate countries, ENP countries and third countries
IV.2.5.7. Launch a pilot project of Reitox focus groups in all EU Member States, with the aim of exploring the information needs of professionals working in the field of demand reduction, and their expectations towards their NFPs and the EMCDDA	IV.2.5.7.1. Develop the proposal for the NFPs	• Proposal for 'Reitox focus group' project developed
	IV.2.5.7.2. Select the NFPs to participate in the 'Reitox focus group' project (7 for treatment, 7 for harm reduction, 7 for prevention, 7 for social reintegration), provide training and present the guidelines at the HNFPs meeting in May 2012	• List of participating countries and focus groups planning prepared • Training delivered and guidelines available
	IV.2.5.7.3. Conduct the focus groups in the countries and prepare the reports	• 28 Reitox focus groups reports prepared

IV.3. Administration and supporting core business

Overview

In 2012, the activities in the area of Administration and supporting core business will focus on consolidating ongoing work and further developing the initiatives started in previous years. An underlying key issue will be the need to seek further optimisation of the resources, including through development and use of new IT tools and solutions.

In the area of human resources, developing and implementing policies and procedures will continue, by making full use of the newly developed E-recruitment tool and the HR database. Furthermore, recruitment criteria and career development paths will be better defined for the different categories of jobs, which will contribute to enhancing the potential, satisfaction and motivation of EMCDDA staff.

Improving the management of financial resources and enhancing effectiveness and efficiency in the execution of the EMCDDA budget will remain one of the key priorities of the agency in 2012. In this context, special attention will be paid to improving the planning and monitoring of the procurement operations necessary for the implementation of the annual work programme. Also, as part of the efforts to rationalise use of resources, activity-based management (ABM) and activity-based budgeting (ABB) will be further developed. This will include developing the existing ABM/ABB and cost-based accounting system and tools, further aligning the cost centres with the objectives and activities in the work programme, as well as further developing coordination between the financial and operational actors involved.

In the area of infrastructure and logistics, ensuring a healthy working environment and reducing utility costs by optimising the use of space and functioning of existing facilities will continue to be given special attention. One developmental area is the Environmental Management System (SEM) that aims to promote measures and policies for environmental protection within the agency.

The EMCDDA will continue cooperation with other EU agencies on administrative matters. This will include, among others, contributing to the preparation of the agencies' input to the forthcoming reform of the Staff regulations.

IV.3.1. Human resources

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.3.1.1. Further develop, implement and monitor the policies, procedures and tools for the human resources (HR) management, to maximise potential, satisfaction and motivation of EMCDDA staff	IV.3.1.1.1. Develop and apply structured and effective HR policies and implement the updated EMCDDA Staff policy plan	• Retention of qualified staff and increased staff satisfaction • Transparent internal HR procedures developed and implemented
	IV.3.1.1.2. Apply efficient recruitment procedures (by fully using E-recruitment) and coherent career management measures	• Fully operational and motivated staff
	IV.3.1.1.3. Carry out overall administration of personnel rights, entitlements and obligations by fully using and improving the HR database	• HR database operational and further developed, including two new modules: staff assessment and flexi-time registration
	IV.3.1.1.4. Provide relevant training programmes to support the needs for competency development of EMCDDA staff	• Training programmes developed and implemented • Increased staff capacity and skills
	IV.3.1.1.5. Further develop and implement the project 'job families at the EMCDDA' , started in 2011	• Recruitment criteria and career development paths better defined for the different categories ('families') of jobs
IV.3.1.2. Contribute to the exercise to reform the Staff regulations	IV.3.1.2.1. Provide concrete input to the coordination of the EU agencies to improve and simplify the Staff regulations	• EMCDDA input to the reform exercise

IV.3.2. Financial management

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.3.2.1. Ensure efficient and effective budget implementation	IV.3.2.1.1. Assess and analyse the internal control systems	• Improved procedures, financial management and budget execution
	IV.3.2.1.2. Assess the procurement and contracting processes, with special focus on planning and monitoring of procurements, further develop access to EC framework contracts and improve reporting tools	• More efficient procurement processes and budget execution • ABAC contracts tool improved, to support the follow-up of the running contracts
	IV.3.2.1.3. Revise the existing financial reports and develop new reports in accordance with ABM/ABB and cost-based accounting system	• Improved reporting tools, to further meet the needs of target users
	IV. 3.2.1.4. Develop an ICT-based tool for the management of missions, to rationalise the related processes and further reduce timeframe for payments	• ICT tool for the management of missions developed, to be fully implemented in 2013

IV.3.3. Budget and accounting (including budget planning, monitoring and reporting)

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.3.3.1. Ensure effective budget planning and management	IV.3.3.1.1. Carry out timely and effective preparation of the EMCDDA 2013 draft budget and the 2014 preliminary draft budget and execution of the operations required for budget management	• Required instruments and operations successfully prepared and executed
	IV.3.3.1.2. Conduct regular monitoring, reconciliation and reporting of SAP CO with ABAC	• New SAP cost-based accounting system consolidated and fully implemented
	IV.3.3.1.3. Develop new analytical financial reports	• New analytical financial reports developed, to provide a better overview of budget executions

IV.3.4. Infrastructure and logistics

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.3.4.1. Ensure safety at work, sound environmental management and security in the buildings, including reducing utility costs and promoting use of renewable energy	IV.3.4.1.1. Implement the necessary measures to ensure staff knowledge on and awareness of the evacuation procedures	• Wardens trained • In case of an evacuation exercise, all staff evacuated within less than 16 minutes
	IV.3.4.1.2. Review and implement security rules and procedures	• Security rule book revised • Annual security risk assessment revised and action plan implemented
	IV.3.4.1.3. Implement appropriate measures, including optimising control settings and separating circuits, to reduce utility costs	• 5% reduction of utility costs in comparison to the 2010 benchmark
	IV.3.4.1.4. Promote and develop an Environmental Management System (SEM) in the agency	• SEM developed and endorsed internally
	IV.3.4.1.5. Organise the Greening network meeting in 2012	• Meeting organised and supporting documents available • Increased visibility and reputation of the EMCDDA in the greening network
IV.3.4.2. Provide a suitable work environment and related services, and improve efficiency and effectiveness through promoting a customer-oriented approach	IV.3.4.2.1. Implement all necessary measures to ensure a healthy working environment	• Health and safety risks identified and addressed
	IV.3.4.2.2. Provide timely logistics services to address the requests made by the staff via the intranet support application	• All requests for logistics support addressed in a timely and efficient manner
	IV.3.4.2.3. Review the EMCDDA Business Continuity Plan (BCP) requirements and develop the implementation plan	• BCP implementation plan developed

IV.3.5. ICT

Overview

In the area of Information and Communication Technology (ICT), work will continue on developing the services and infrastructure necessary to support the activities of the EMCDDA, including data collection and analysis (e.g. Fonte, Drugs data analytical database, quantitative and qualitative analytical support applications), results dissemination (e.g. CMA, architecture of the Internet-facing systems), administrative support systems, grants management system, network and internal systems architecture review.

The development and further maintenance of information technology solutions and tools is one of the ICT areas that contributes most to rationalising work processes and optimising EMCDDA resources. Some important projects are planned in 2012, including the inception phase of a future mission management application, as well as the full implementation of the events management application.

Furthermore, the approach to developing application and service roadmaps will be continued and strengthened. This involves establishing clear roadmaps for services and applications in production, as well as the underlying supporting infrastructure. This will improve forecasts and multi-year investment planning.

Another initiative for 2012 will be the analysis of the historical consumption trends in the ICT area. This will allow better estimation of needs and will contribute to possible savings and further reduction in the utilisation of resources. This theme spans core activities and new development areas alike, and binds together continuity and planned development of the basic ICT infrastructure and support services with the activities needed to support the EMCDDA's pillar work processes including data collection, data analysis and the development and dissemination of EMCDDA products, or the establishment of a new service following business needs. It follows the example of the Commission-wide IT-Governance initiative and is further fuelled by the IAS recommendations following the IT risk self-assessment and maturity self evaluation conducted at the EMCDDA.

Specific objective	Activities	Expected outputs/results
A. Core activities		
IV.3.5.1. Improve the reliability and quality of the services provided and their implementation guidelines	IV.3.5.1.1. Carry out the necessary activities to ensure infrastructure management and evolution	• Planned replacement of infrastructure (servers and laptops) implemented • User desktops operating system, Windows 7, migration prepared and initiated • Back-up service upgrade (first phase) implemented
	IV.3.5.1.2. Implement the actions needed to ensure the running status and the operational maintenance of all ICT services in production (business continuity)	• Continued ICT operational services availability management • Software licenses maintenance • Hardware maintenance and support
	IV.3.5.1.3. Further define and optimise the services and related procedures	• Services and related procedures, standards, roles and costs, definitions further developed
IV.3.5.2. Introduce and apply best practices and standards of governance, planning and service management	IV.3.5.2.1. Refine the procedures and processes related to activities and budget planning and management, and make use of the established project evaluation matrix to track project planning and execution	• Project evaluation matrix further refined and developed, to track project planning and execution, leading to improved planning and monitoring of the ICT work programme
	IV.3.5.2.2. Further develop the project and project portfolio management approach for the planning, prioritisation and follow-up of projects and activities in their relation to the ICT work programme	• Improved planning and monitoring of the ICT work programme
	IV.3.5.2.3. Implement the action plans arising from the findings of the IAS-promoted ICT risk self-assessment and Fonte security audit	• Action plans implemented
IV.3.5.3. Develop and maintain ICT solutions and tools to support the EMCDDA's work and contribute to efficient use of resources	IV.3.5.3.1. Carry out preparatory activities for the development and implementation of roadmaps for data collection and analysis	• Preparatory work for the implementation of Fonte II carried out • Study to support Analytical database development roadmap concluded
	IV.3.5.3.2. 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, web content management application)	• Fonte fully operational for 2012 data collection run • Ensure required CMA updates and operational status
	IV.3.5.3.3. Contribute to the finalisation of a CMA roadmap and its implementation	• CMA roadmap approved and 2012 planned actions concluded
	IV.3.5.3.4. Develop and provide support for the implementation of ICT solutions meeting established business requirements, such as the Mission management tool, the Events management tool and the Document management tool	• Internet monitoring project support • Events management application operational • Mission management application inception and analysis phases concluded • Document management programme launched. 2012 planned projects concluded

Annexes

Annex I
Risk factors

During 2011, and in line with the approach already followed throughout 2010, the EMCDDA has, in the framework of a more systematic risk identification and assessment exercise, identified potential risk factors that could affect its planned deliveries. That initiative has led to the setting up by the end of 2010 of a fully-fledged central Risk Register, which benefited from successive updates since then. The table below is based on that Register; it 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 provided. Where applicable a summary of the main mitigating measures already taken and planned in order to tackle risks identified is also provided.

	Risk factors identified for delivery of the 2012 work programme	**Likelihood of risk and respective impact on the 2012 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.	The 2012 work programme has been drawn up on the basis of the EMCDDA's draft budget for 2012 which relies on EC funding of EUR 15 550 920. 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 2012. 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 substances, 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]).

	Risk factors identified for delivery of the 2012 work programme	Likelihood of risk and respective impact on the 2012 work programme
External events that might have an impact on the implementation of the annual work programme as a whole	4. Lack of proper funding for NFPs in the Member States, which might negatively impact their capacity to properly comply with reporting obligations towards the EMCDDA. This risk could be compounded by an insufficient funding of information collection in Member States as a whole, which in itself would curtail the NFP capability to provide reliable information to the EMCDDA.	All core monitoring activities could be affected, notably the review of developments in drug use and responses in Europe. Monitoring of epidemiology by key indicators and of responses and interventions applied in respect of drug-related problems would also be affected. However, the high political visibility of the drug phenomenon renders sizeable and widespread cuts in NFP financing unlikely and acts as a mitigating risk factor. Under unfavourable scenarios, priorities assigned to the NFP affected would have to be reviewed, in order to ensure availability of core information. Commissioning by the EMCDDA of tasks to NFP staff could also be envisaged as a mitigating measure should the necessary appropriations be available in the EMCDDA budget.
	5. Unauthorised use or misuse of EMCDDA products by external parties, notably for commercial or profit-making activities. Such abuses might entail reputation risks to the agency, notably if the contents of the original publications were to be modified, rendered incomplete or inaccurate and the EMCDDA be cited as the editorial source.	This risk materialised at the beginning of 2011, in that the copyrights of a number of EMCDDA publications have been violated. Although there is so far no evidence that the contents of its outputs have been substantially changed, the reputation risk remains since the agency does not have any control on the quality of products identifying it as the editor and sold illegally by a private company. Since this practice has affected a wide range of EU institutions and agencies, the EC Publications Office has requested the publisher in question to stop it. In case this situation were to persist, the possibility of setting up controls to the downloading of our external products ought to be assessed, keeping however in mind that they should be made available to audiences as broad as possible.
	6. Natural catastrophes: earthquakes (leading to possible tsunamis) or floods	The location of the EMCDDA 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 ought to be agreed with and taken by the Administration of the Port of Lisbon (APL), the entity that owns the Cais do Sodré building. A letter in this sense was sent to APL in November 2010. Furthermore, a very comprehensive insurance contract covering 'inter alia' adverse effects from earthquakes, landslides and floods has been signed and would provide financial compensation should these events materialise.

	Risk factors identified for delivery of the 2012 work programme	Likelihood of risk and respective impact on the 2012 work programme
	7. 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 to be low, mainly 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.
Internal risks	8. Risks in the Information Technology (IT) area	A risk management draft plan for the period 2011–12 has been proposed for comments and further approval.
		In 2011, the specific risks already identified during 2010 in this area were subject to a new assessment, following adoption of a number of actions and mitigating measures; as a result of that assessment the situation regarding potential risks in the IT area for 2012 can be summarised as follows: Governance risks, notably linked to: a) suboptimal investment decisions in IT; b) the existence of certain weaknesses in the management of IT projects, notably due to a lack of a proper definition of IT needs; c) 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 been implemented, of which the most important have been the following: a) setting up of a register with a categorisation of ICT investments; elaboration of a detailed ICT reporting of activities from 2010 and of a project catalogue for ICT; b) engagement of the EMCDDA in inter-institutional framework contracts, ensuring good quality and reliability of services at advantageous prices, and reducing red tape; c) enforcement of a separation between development and production systems environments, supported by an upgrade of corporate servers; and d) improvement of documentation of processes, leading to a number of best practice examples in the agency. The setting up of an environment for corporate database restores has also contributed to palliate adverse effects in cases of emergency.
		A wide range of additional measures and actions is expected to reduce the existing risks to nearly tolerable levels no later than the end of 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) reinforcement of a now clear separation between development and production systems in IT, while seeking a stricter segregation of duties amongst staff operating in those environments; and d) better documentation of procedures, to be carried out under the programmes I–Assets 2010 and I–DeskM2009.

	Risk factors identified for delivery of the 2012 work programme	Likelihood of risk and respective impact on the 2012 work programme
Internal risks		Technical risks, notably linked to a) software configuration management problems resulting from not properly planned installations of software, coupled with the lack of fully developed configuration management procedures; b) inconsistent application of patching procedures, compounded by insufficient 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 probably 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) the setting up of an automatic monitoring system to deal with installed configurations, combined with audits of configurations of the principal business support systems; conception of a 'documentation tree' (draft document classification proposed and being reviewed for approval) as the basis for a future documentation set covering risk management, security and governance in IT; b) 'ad hoc' testing of potential consequences emerging from patching procedural weaknesses and systematic registration of interventions performed; c) hosting of the agency portal at an alternative site; procurement of specialised assistance services in cases of disaster and preparation of a plan for service continuity; and d) ad hoc analysis of potential security problems, audits on the configuration of application servers and acquisition of an additional safe box.
		Furthermore, a comprehensive set of additional measures has been foreseen, it being expected that the existing risks in this field will be reduced to tolerable levels in 2012: a 'Definitive Software Library' is expected to be set up before the end of 2011; a first version of a Business Continuity Plan will be set up until the end of the first quarter of 2012; the implementation by the end of 2011 of the I–DeskM2009 programme will address most of the software configuration management issues; a proper definition of patching specific procedures is progressing as planned; contracting of external audits on areas deemed as particularly security sensitive, such as telecommunications.
	9. 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's 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. Job profiles have been designed with a view to recruit staff for transversal tasks and facilitate sharing of knowledge and expertise within small working groups. Moreover, it has been planned to shorten the current delays for staff recruitment. A stable contracts policy with key staff, notably in scientific areas, has been pursued and ought to be reinforced.

([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.

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 in force since 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 belongs 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 above-mentioned 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.

Annex II

Estimated allocation/use of the appropriations provided under the EMCDDA 2012 budget for the implementation of the EMCDDA 2012 work programme

The amounts indicated in the table below are based on the EMCDDA's budget for 2012 that the EMCDDA's Management Board should adopt in December 2011. This budget relies on the following revenues:

- EUR 15 550 920 to be provided by the EC subsidy to the EMCDDA;
- EUR 414 789 to be provided by Norway for its participation in the EMCDDA;
- EUR 50 000 to be provided by Turkey for its first year of participation in the EMCDDA, by assuming that the relevant agreement will enter into force on 1 July 2012;
- EUR 50 000 to be provided by Croatia for its first year of participation in the EMCDDA, by assuming that the relevant agreement will enter into force on 1 July 2012.

Furthermore the EMCDDA's 2012 budget enters as assigned appropriations a financing of EUR 350 000 from the IPA programme for the execution in 2012 of a project for technical assistance aimed at preparing IPA Beneficiaries for their participation in the EMCDDA (so called IPA 4 project – first year of execution).

The tables below present the estimated allocation of the EMCDDA's 2012 budget appropriations for the implementation of the EMCDDA's 2012 work programme:

A. Monitoring and reporting on the drugs problem in Europe (vertical operations)

WP objectives and activities	Main actors for implementation/ cost objects	Allocated human resources (fte/year) [1]					Allocated budget resources – Non assigned appropriations (EUR)		
		O	TA	CA	SNE	Total HR	For direct cost of operations [2]	For indirect cost of operations [3]	Total budget
Data collection, analysis and quality assurance	EPI + RTX + IBS	0.5	2.2	3.5	0	6.2	564 099	460 514	1 024 613
Key indicators and monitoring the epidemiology of the drug situation	EPI	0.5	5	1.5	0	7	636 885	519 935	1 156 820
Monitoring demand reduction responses, interventions and solutions applied to drug-related problems	IBS	2	4.9	1	0	7.9	1 111 317	586 784	1 698 101
Supply and supply reduction interventions	SAT	0	2.5	0.5	1	4	373 562	297 106	670 668
Monitoring new trends and developments and assessing the risks of new substances	SAT	0	2.5	1.5	0	4	373 562	297 106	670 668
Improving Europe's capacity to monitor and evaluate policies	POL	0	4	1	0	5	550 123	371 382	921 505

WP objectives and activities	Main actors for implementation/ cost objects	Allocated human resources (fte/year) (1)					Allocated budget resources – Non assigned appropriations (EUR)		
		O	TA	CA	SNE	Total HR	For direct cost of operations (2)	For indirect cost of operations (3)	Total budget
Scientific coordination, research and content support	SDI + IBS + POL	1	4.5	0	0	5.5	643 057	408 520	1 051 577
Total		**4**	**25.6**	**9**	**1**	**39.6**	**4 252 605**	**2 941 347**	**7 193 952**

(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.

B. Cooperation and collaboration with key external partners (transversal operations)

Objectives and activities	Main actors for implementation/ cost objects	Allocated human resources (fte/year) (1)					Allocated budget resources – Non assigned appropriations (EUR)		
		O	TA	CA	SNE	Total HR	For direct cost of operations (2)	For indirect cost of operations (3)	Total budget
EU institutions, agencies and civil society	Directorate + SDI	0	1.5	0	0	1.5	117 530	111 414	228 944
Key external partners	Directorate + RTX	0	0.6	0	0	0.6	52 530	44 566	97 096
Candidate and potential candidate countries	RTX	0.5	2.4	0.5	0	3.4	369 363	252 540	621 903
European Neighbourhood Policy (ENP) countries and third countries									

(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.

C. Supporting the achievement of results (transversal operations)

Objectives and activities	Main actors for implementation/ cost objects	Allocated human resources (fte/year) (1)					Allocated budget resources – Non assigned appropriations (EUR)		
		O	TA	CA	SNE	Total HR	For direct cost of operations (2)	For indirect cost of operations (3)	Total budget
Communicating the EMCDDA's findings to external audiences (including translation)	COM	1	9	2	0	12	2 130 110	891 318	3 021 428
Governance, management and networks (executive and corporate management + Governing bodies' activities)	Governing bodies + Directorate + IBS	3	4.5	2	0	9.5	943 470	705 626	1 649 096
	RTX + NFPs' co-financed activities	0.5	1.4	1.5	0	3.4	3 000 751	252 539	3 253 290

Objectives and activities	Main actors for implementation/ cost objects	Allocated human resources (fte/year) (1)					Allocated budget resources – Non assigned appropriations (EUR)		
		O	TA	CA	SNE	Total HR	For direct cost of operations (2)	For indirect cost of operations (3)	Total budget
Total		4.5	14.9	5.5	0	24.9	6 074 331	1 849 483	7 923 814
GRAND TOTAL FOR OPERATIONS (a + b)		9	45	15	1	70	10 866 359	5 199 350	16 065 709

(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. Support to operations under A, B and C above (overheads)

Objectives and activities	Main actors for implementation/ cost objects	Allocated human resources (fte/year) (1)					Allocated budget resources for direct cost of supporting activities to be distributed to operations (2) (see above) - Non assigned appropriations (€)
		O	TA	CA	SNE	Total HR	
Administration and supporting core business	ADM (administration and resources/ assets management)	3	12	7	0	22	4 025 718
	ICT (equipment and services)	1	7	3	0	11	1 173 632
Total		4	19	10	0	33	5 199 350

(1) Fte/year – full time equivalent per year; O – officials; TA – temporary agents; CA – contract agents; SNE – seconded national experts.
(2) 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.

E. Special projects

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

Objectives and activities	Main actors for implementation/ cost objects	Allocated human resources (fte/year) (1)					Allocated budget resources – Non assigned appropriations (EUR)
		O	TA	CA	SNE	Total HR	
Preparation of IPA Beneficiaries Countries for their participation in the EMCDDA (IPA 4 project – first year)	RTX			2		2	350 000

(1) Fte/year – full time equivalent per year; O – officials; TA – temporary agents; CA – contract agents; SNE – seconded national experts

Annex III
List of the national focal points beneficiaries of the Reitox grants

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 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 2012 will be EUR 105 236. The potential beneficiaries for 2012 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
- Cyprus National Monitoring Centre for Drugs and Drug Addiction - EKTEPN, Antidrugs Council, Magnolia Center - Offices 11-12; Strovolos Avenue n° 32; 2018 Nicosia, Cyprus
- Úrad vlády Ceské republiky (Office of the Government of the Czech Republic), Nabreží 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 Po 16/A; 00198 Roma; Italy

- Veselibas Ekonomikas Centrs - The Centre of Health Economics (CHE), Duntes Street No. 12/22 LV-1005 Riga; Latvia
- Drug, Tobacco and Alcohol Control Department, Šv. Stepono n° 27; 01312 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 – 6°; 1700-036 Lisboa; Portugal
- National Anti-drug Agency (NAA) - Unirii Boulevard n° 37, Bl. A4; 3rd district; 030823 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, Waterloo Road, Wellington House 133-155, London SE1 8UG, United Kingdom

Annex IV
Template of the 2012 Reitox grant agreement

http://www.emcdda.europa.eu/about/partners/reitox-network

Abbreviations and acronyms

ABB	Activity-based budgeting	HIPP	Health in Prisons Project
ABM	Activity-based management	HNFP	Head of National Focal Point
BCP	Business continuity plan	HoU	Heads of Unit
BPP	Best practice portal	HSR	Health and social responses
CC	Candidate countries	IAS	Internal Audit Service
CEPOL	European Police College	IATE	Inter Active Terminology for Europe
CICAD	Inter-American Drug Abuse Control Commission	IDU	Injecting drug use
CMA	Content Management Application	IPA	Instrument for Pre-Accession Assistance
CoE	Council of Europe	ISAJE	International Society of Addiction Journal Editors
COSI	Standing Committee on Internal Security	KI	Key indicator
CUP	Cross-unit project	MS	Member States
DRD	Drug-related deaths	MSM	Men having sex with men
DRID	Drug-related infectious diseases	NDO	National Drugs Observatory
EDDRA	European drug demand reduction action	NDIS	National Drugs Information System
EC	European Commission	NIDA	National Institute on Drug Abuse
ECDC	European Centre for Disease Prevention and Control	NFP	National focal point
EDND	European database on new drugs	OAS	Organization of American States
EHEA	European Higher Education Area	PCCS	Potential candidate countries
EIB	Evaluation instruments bank	PDU	Problem drug use
ELDD	European legal database on drugs	PDU-R	Problem drug use revised
EMA	European Medicines Agency	PERK	Prevention evaluation resources kit
EMIS	European MSM Internet Survey	PG	Pompidou Group
ENP	European neighbourhood policy	RRT	Rapid response team
ESPAD	European School Survey Project on Alcohol and Other Drugs	SC	Scientific Committee
EWS	Early warning system	SEM	Environmental Management System
EQUS	EU framework for minimum quality standards and benchmarks in drug demand reduction	SR	Special registries
EUSPR	European Society for Prevention Research	SRT	Systemic review of tools

GPS	General population survey	TDI	Treatment demand indicator
HDG	Horizontal Drugs Group	UNODC	United Nations Office on Drugs and Crime
HBSC	Health behaviour in school-aged children	WHO	World Health Organisation
HCV	Hepatitis C virus		

European Monitoring Centre for Drugs and Drug Addiction

Work programme 2012

Luxembourg: Publications Office of the European Union

2012 — 76 pp. — 21 x 29.7 cm

ISBN: 978-92-9168-497-7

TD-AM-12-001-EN-N

About the EMCDDA

The European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) is one of the European Union's decentralised agencies. Established in 1993 and based in Lisbon, it is the central source of comprehensive information on drugs and drug addiction in Europe.

The EMCDDA collects, analyses and disseminates factual, objective, reliable and comparable information on drugs and drug addiction. In doing so, it provides its audiences with an evidence-based picture of the drug phenomenon at European level.

The Centre's publications are a prime source of information for a wide range of audiences including policymakers and their advisers, professionals and researchers working in the field of drugs, and, more broadly, the media and general public.