European Monitoring Centre
for Drugs and Drug Addiction

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General Report of Activities

Key achievements and governance:
a year in review

2012

European Monitoring Centre
for Drugs and Drug Addiction

General Report of Activities

INCLUDING 'ANNUAL ACTIVITY REPORT OF THE EMCDDA'S AUTHORISING OFFICER'

2012

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([1]) Available online at: http://www.emcdda.europa.eu/publications/general-report-of-activities/2012/annex4
([2]) Available online at: http://www.emcdda.europa.eu/publications/general-report-of-activities/2012/annex5

2012

Foreword

The European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) hereby presents its eighteenth *General report of activities* to the European Parliament, the Council of the European Union, the European Commission, the Court of Auditors and the Member States.

The report provides an account of the EMCDDA's activities and accomplishments in 2012, the last year within the EMCDDA's three-year strategy and work programme for 2010–12.

During 2012, the EMCDDA continued to provide support to the European Union's (EU's) institutions and Member States in their various activities in the drugs field. For the third year in a row, the key findings of the *Annual report on the state of the drugs problem in Europe* for 2012 were presented by the Director to the Justice and Home Affairs Council which brings together the justice and home affairs ministers, this time further to an invitation from the Cypriot Presidency. For the first time, the Home Affairs Commissioner, Cecilia Malmström, came to Lisbon to participate in the press conference to mark the launch of the report at the EMCDDA headquarters on 15 November. Later that same month, the report was presented to the Committee on Civil Liberties, Justice and Home Affairs of the European Parliament, together with an update on the first media monitoring of the report's launch.

The third external evaluation of the EMCDDA, launched by the European Commission and covering the last two three-year work programmes, was finalised in summer 2012. The exercise concluded that the information provided by the EMCDDA has helped with the development of effective policymaking at the EU and Member State levels to combat the drugs problem. The EMCDDA also continued to make a significant contribution to the scientific debate on the drugs problem and ways of tackling it.

I would like to express my gratitude to colleagues on the Management Board and members of the Scientific Committee for their support and commitment to the objectives of the Centre.

My special thanks also go to Wolfgang Götz, Director, and the staff of the Centre, as well as the Heads of the Reitox national focal points and their staff for their collaboration and professional commitment to the results achieved in 2012.

João Goulão
Chairman of the EMCDDA Management Board

Introduction

Last year was a natural time of closure as it represented the final year of the EMCDDA's three-year strategy and work programme for 2010–12. Major developmental projects were completed, which will in turn lead to more harmonised and comparable data in areas such as drug treatment and drugs in prison. 2012 was also a year rich in EMCDDA outputs: these helped to frame and explain some of the key concerns Europe currently faces in relation to drugs.

The Centre's new triennial strategy and work programme was also adopted in 2012. This prepared the ground for pivotal developments, including the adoption of a new integrated communication strategy. The strategy formalises a shift towards web-based dissemination and includes a revision of the EMCDDA's Annual report format and approach in order to make it more dynamic and timely. Several new online resources and significant improvements to existing ones complement the strategic direction taken.

Responsiveness defined our work throughout the year. Through its early-warning system on new drugs, the agency reacted promptly to emerging European needs—73 new psychoactive substances were formally notified and 23 public health alerts were issued to the Member States during the course of the year. Rapid response was also demonstrated by the follow-up on the HIV outbreaks in Greece and Romania and the confirmation of anthrax infection among injecting drug users, working jointly with the European Centre for Disease prevention and Control.

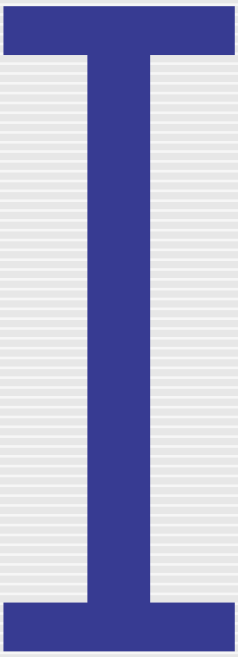
Furthermore, the EMCDDA remained receptive to critical information requests coming from policymakers. One example of this reactivity was the preparation with sister agency Europol of the first strategic analysis of EU drug markets, requested by Commissioner Malmström.

All of the above responses to the rapidly evolving nature of the drug situation can only happen in partnership, and here I must acknowledge the excellent cooperation the agency has with key partners, particularly the EU institutions and other EU agencies. A highlight in 2012 was the visit to our headquarters of the Home Affairs Commissioner, Cecilia Malmström, on the occasion of the launch of the Annual report, on 15 November.

The EMCDDA's strong performance in 2012 was also reflected by the outstanding budget execution rate achieved. This is a result of increased efforts to improve the efficiency of our operations. I should also mention here the very positive outcome of the external evaluation of the agency, also released in 2012.

At the same time, 2012 was also a year of increased challenges. We needed to work harder in order to meet increasing European information and analysis needs and to promote the EU model within third countries, without additional resources. This called for heightened prioritisation in order to meet our main objectives. I would like to thank the Management Board, the Scientific Committee and the Reitox network of national focal points for their extremely valuable input and support throughout 2012. My gratitude also extends to my staff for their dedicated commitment during this critical year.

Wolfgang Götz
Director



PART I

Report of activities: key achievements and governance

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CHAPTER 1
Executive summary

This report presents the implementation of the activities of the European Monitoring Centre for Drugs and Drug Addiction's (EMCDDA's) work programme for 2012. This is the last year of the agency's three-year strategy for 2010–12.

The work of the agency is built on the core tasks of collecting, managing and analysing the data provided by the Reitox national focal points (NFPs) in the 30 countries reporting to the EMCDDA: the 27 EU Member States, Croatia, Turkey and Norway. The findings gathered through this impressive collective effort form the basis of most of the EMCDDA's outputs during the year. The main outcome is represented by the Annual reporting package, consisting of linked outputs: the Annual report; the Selected issues; the Statistical bulletin; and the country overviews.

The Centre's yearly flagship product is the Annual report, an in-depth overview and analysis of the drug phenomenon in Europe, based on the most recent data available. The 2012 *Annual report on the state of the drugs problem in Europe* was published in 22 languages and launched on 15 November 2012 in Lisbon, with the participation of the European Commissioner for Home Affairs, Cecilia Malmström. Commenting on the report, Ms Malmström noted: 'This new analysis from the EMCDDA is particularly welcome as it highlights the drug problems we share across the European Union and informs the work we are currently undertaking to strengthen Europe's strategic and operational approach to drug trafficking and use.'

The epidemiological base to the main report is the online Statistical bulletin, a key resource including over 400 tables and graphs published annually, providing access to the most recent statistical data on the drug situation in Europe. A highlight this year was the inclusion of data from the most recent European School Survey Project on Alcohol and Other Drugs (ESPAD), which provides vital insight into drug use at school level across Europe.

The Annual report was also complemented by two Selected issues: *Pregnancy, childcare and the family: key issues for Europe's response to drugs* and *Prisons and drugs in Europe: the problem and responses*. In addition to these publications on the EU drug phenomenon, the agency published online country overviews and Reitox national reports.

At the heart of the European drug information system are five epidemiological key indicators (KIs). In 2012, the second assessment of the implementation of the KIs in the EU Member States, Norway, Croatia and Turkey was carried out in close collaboration with the NFPs. The evaluation revealed a satisfactory level of implementation overall, compared with the situation in 2009, with improvement in data availability and comparability in some significant areas.

Following the joint statement to scale up cooperation between the EMCDDA and ESPAD adopted in 2011, the collaboration between the two parties was further strengthened and the 'Summary of the 2011 ESPAD report' was published in May 2012 in 25 languages.

In the area of demand reduction, 2012 saw the implementation, at EU level, of a wide range of activities, including the publication by the EMCDDA of a variety of publications and new online tools, which ensure a better understanding of the availability, accessibility and quality of responses to drug use in Europe. These included two EMCDDA Insights, one on heroin-assisted treatment and one on the social reintegration and employment of drug users. Furthermore, in order to provide updated information on harm reduction responses, the online harm reduction profiles, covering 30 countries, were launched on 1 December. Each overview is divided into five parts: the national context of harm reduction; references and resources; key responses for preventing and reducing drug-related infectious diseases; drug-related deaths; and drug-related harms in recreational settings.

Last year also saw also the completion of two vital monitoring instruments: the EMCDDA treatment strategy and the EMCDDA framework to monitor drug use in prison at European level. Their implementation in the years to come is expected to generate more harmonised European data in these two fields, supporting policy and practice at national and EU level.

In the area of supply and supply reduction interventions, the highlight of the year was the preparation of the first joint EMCDDA–Europol strategic analysis, the *EU Drug markets report*. This comprehensive analysis was requested by Commissioner Malmström on 30 November 2011 and aimed to meet the need to 'provide a coherent and holistic picture of developments in the EU to all relevant stakeholders, including law enforcement, prevention and academic communities'.

Furthermore, work started in 2010 with the European Commission (EC) to develop the specifications for European KIs in the area of drug supply (including supply reduction) reached a milestone in 2012 with the second European conference on supply indicators. Co-organised by the EC and the EMCDDA, with support from Europol, this event took place on 22–23 November in Lisbon. It brought together experts from different disciplines and provided a forum to exchange views and build consensus on the main issues relevant to improving the monitoring of drug supply in Europe.

As in previous years, in 2012 the EMCDDA ensured the implementation of the early-warning system on new drugs (EWS), together with Europol and its EWS partners in the Member States, the Reitox network. Seventy-three new psychoactive substances were formally notified in 2012, up almost 50 % from 2011 (49 substances). Furthermore, 23 public health alerts were provided to EWS correspondents on issues such as fatal intoxications involving PMA (paramethoxyamphetamine)/PMMA (paramethoxymethamphetamine) and the confirmation of anthrax infection in people who inject drugs.

In accordance with the EWS guidelines, data collection for the preparation of an EMCDDA–Europol Joint report on the new psychoactive substance 4-methylamphetamine was launched on 21 May and the joint EMCDDA–Europol report incorporating an analysis of all the data on this substance, gathered from the Reitox EWS network and the network of Europol National Units, was submitted to the Council of the EU (the Council), European Commission and European Medicines Agency (EMA) on 30 July. Furthermore, the Risk assessment for 4-methylamphetamine was successfully conducted by the extended Scientific Committee on 16 November and sent to the Council and the EC within the compulsory12-week period.

In addition, a data collection exercise was launched for a joint EMCDDA–Europol report on the new psychoactive substance 5-(2-aminopropyl)indole, and the report was completed and submitted to the Council, EC and EMA on 12 December.

The rapidly evolving nature of the drug situation means that the monitoring of emerging trends has become increasingly important for the work of the agency in recent years. In 2012, an expert meeting was dedicated to the topic of fentanyl, followed by the publication of *Fentanyl in Europe* an EMCDDA trendspotter study, in November. Moreover, in 2012 the EMCDDA became an associated partner in the SEWPROF project (Marie Curie Initial Training Network). The project aims to develop interdisciplinary and cross-sectoral research capability for the next generation of scientists working in the field of sewage epidemiology. The cooperation will reach an important milestone in 2013, with the first international multidisciplinary conference on detecting illicit drugs in wastewater ('Testing the waters'), which will be organised by the EMCDDA in collaboration with SEWPROF in May.

Another area in which important advances were made in 2012 was drugs and driving. A technical meeting on common European research standards on drugs and driving took place at the EMCDDA and the Thematic paper *Driving under the influence of drugs, alcohol and medicines in Europe—findings from the DRUID project* was published in December. It presents the key findings of the EU's research project of the same name.

In the area of monitoring drug policies, the agency made an important contribution to the evaluation of the 2005–12 EU drugs strategy and its two action plans, coordinated by the EC, both as a member of the Steering Committee and through provision of information and analysis. One example was the *EMCDDA trend report for the evaluation of the 2005–12 EU drugs strategy*, published online in April.

Another development of note was the launch on our website of the national drug-related public expenditure profiles. For each country, the profiles (mainly based on the relevant information provided by the 27 EU Member States, Norway, Croatia and Turkey) aim to provide information on four main topics: whether governments have allocated specific budgets to drug policy documents; the latest and most comprehensive estimate of national public spending on drug-related activities as a percentage of gross domestic product (GDP); the evolution of drug-related public expenditure over time; and, finally, how national estimates of drug-related public expenditure might change in the near future.

In 2012, the EMCDDA continued to build its relationships with the scientific, research and academic community. Several initiatives took place, including the organisation of a ceremony for the second EMCDDA Scientific paper award (26 September); hosting of and support to the annual meeting of the International Society of Addiction Journal Editors (ISAJE, 26–29 September), and the graduation ceremony of the European Masters in Drug and Alcohol Studies (EMDAS, 24–25 September).

An important new initiative undertaken by the Centre was the summer school 'Drugs in Europe: supply, demand and public policies', co-organised with the Instituto Superior das Ciências do Trabalho e da Empresa—Instituto Universitário de Lisboa (ISCTE-IUL). The course was attended by 32 students from 12 EU countries, with a professional or academic interest in the field of drugs. The event was very successful: following an evaluation questionnaire, 95 % of the respondents agreed the course had been well organised and over 90 % confirmed it had met their expectations.

Communication is core to the EMCDDA's mission to provide robust information on the drugs situation in Europe. By offering a factual overview of European drug problems, the agency provides the evidence base to inform drug policy, pinpoint best practice and identify new areas of research. The new EMCDDA integrated communication strategy was adopted by the Management Board in July. This key document provides overall guidelines

for the EMCDDA's communication activities, outlining the core values governing the work of the agency (relevance, quality, efficiency, transparency and consistency), together with the tools and techniques used to serve, and nurture relations with, its audiences.

The Centre's key outputs to its audiences in 2012 included 41 publications complemented by additional online tools and web-based resources. In addition, 23 scientific articles authored or co-authored by EMCDDA staff were published over the same period.

Being responsive to the rapidly evolving nature of the drug situation can be achieved only by forming strong partnerships with key partners, and throughout the year the EMCDDA continued to build its relationships with other organisations, particularly EU institutions and other EU agencies. A highlight in 2012 was the visit to the EMCDDA headquarters of the Home Affairs Commissioner, Cecilia Malmström, for the launch of the 2012 Annual report on 15 November. At that time, Commissioner Malmström said: 'Let me congratulate the EMCDDA on its 17th Annual report on the state of the drugs problem in Europe. It is gratifying when looking back over the years to note how much progress has been made in developing a sound understanding of the European drug phenomenon. I would like to thank in particular the EMCDDA Director, Wolfgang Götz, and the Chairman of the Management Board, Dr João Goulão, for this useful annual report and, more in general, for the excellent work carried out by the Monitoring Centre.'

For the third year in a row, the Director presented the key findings of the *Annual report on the state of the drugs problem in Europe* to a Justice and Home Affairs Council (JHA) meeting, this time in response to an invitation from the Cypriot Presidency. The report was also presented to the Committee on Civil Liberties, Justice and Home Affairs of the European Parliament, together with an update on the first media monitoring of the public launch of the report.

Collaboration with other EU agencies was also a major feature of 2012. The existing agreements and work programmes with Europol, the European Centre for Disease Prevention and Control (ECDC) and CEPOL (European Police College) were implemented and an amended working agreement with the EMA was signed by the directors of the two agencies on 7 September in Lisbon. A draft working arrangement with Eurojust was also prepared.

In 2012, the EC awarded the EMCDDA financing of EUR 900 000 from the Instrument for Pre-Accession (IPA) programme for the period 2012–14. This will fund a project (the 'IPA 4 project') to provide technical assistance to IPA beneficiary countries (Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Iceland, Kosovo ([3]), Montenegro and Serbia) and to prepare them to take part in the agency's work. The technical cooperation project started officially on 1 January 2012 and runs for 35 months, finishing at the end of November 2014. This is a continuation of previous projects implemented over the last seven years.

In terms of partnership, we must highlight our cooperation with the Reitox network of NFPs, the Centre's main data providers and a major source for knowledge and expertise in the drugs field at national level. Ongoing joint work and exchange continued in 2012, in the framework of the first Reitox week and the regular meetings of the heads of the NFPs (HFPs), as well as during the expert and coordination meetings organised throughout the year.

([3]) This designation is without prejudice to positions on status, and is in line with United Nations Security Council Resolution 1244/99 and the Internal Court of Justice Opinion on the Kosovo declaration of independence.

In the area of governance, the highlight in 2012 was the adoption by the Management Board of the new triennial strategy and work programme for 2013–15. Three top-level commitments will underpin the agency's work over the period. First, the EMCDDA will focus on providing a relevant, timely and responsive analysis of the drug situation. Part of the purpose of understanding today's drug situation is to anticipate future problems—a forward-looking perspective is therefore essential. Second, the agency will focus on efficiency and ensuring that maximum value is derived from its activities. The third commitment is to communication and a customer-oriented approach.

The document was informed by the findings of the external evaluation of the EMCDDA, coordinated by the EC, the final report of which was presented in 2012. The report concluded that 'Overall the EMCDDA has performed well during the 2007–12 period in its mission of providing the EU and Member States with factual, objective, reliable and comparable information at the European level on drugs and drug addiction and their consequences.' The document was presented to the Management Board at its July meeting, and an action plan to follow up the 15 recommendations, prepared by the EMCDDA, was adopted by the Board.

The EMCDDA's performance in carrying out its mission was accompanied by an outstanding budget execution rate in 2012. By the end of the year, 99.74 % of the budget had been committed and 98.5 % of payments had been made. Such success stems from increased efforts to improve the overall efficiency of the agency's work processes.

In terms of operations, this report presents the most important achievements in each of the agency's main areas of work, in line with the structure of the 2012 annual work programme. Furthermore, to increase transparency and accountability, a more detailed analysis of the implementation of the work programme, including objectives, activities and expected outputs or results, is presented in Annex 5 of this report (available online at http://www.emcdda.europa.eu/publications/general-report-of-activities/2012/annex5).

Of particular note in 2012 was the range and complexity of unplanned activities, which had a clear impact on the work programme. The main example of this was the preparation of the first joint EMCDDA–Europol strategic analysis, the *EU Drug markets report*. Important internal resources were deployed towards this high-priority project. However, despite the extremely challenging production timeframe, the analysis was carried out and the final report launched as intended in January 2013.

In addition to unplanned activities, in 2012 some areas required more resources than initially estimated owing to the unpredictable nature of the work involved. This was particularly true for activities linked to the implementation of the EWS on new drugs, which identified a very large number of new psychoactive substances (up nearly 50 % from 2011). Another example was the rapid response provided by the EMCDDA jointly with ECDC, following the outbreaks of newly detected HIV cases in people who inject drugs (PWID) in 2011 in Greece and Romania. Intensive work was carried out in 2012, including two ad hoc publications providing updates on the situation in the two countries.

Furthermore, due to external factors, some projects required increased resources. One example is the conference 'Testing the waters', scheduled to take place in May 2013, in Vienna. In October 2012, the EMCDDA's partner and co-organiser of the event, the European Science Foundation, withdrew its support. Given the relevance of the topic for the agency and the advanced state of preparation, the event was maintained on a smaller scale and will now take place at the EMCDDA. These changes resulted in an increased workload for the staff involved.

And, finally, some areas expanded in 2012 as a result of emerging opportunities. For example, in the area of drugs and driving, a new Thematic paper was published and an expert meeting was organised at the EMCDDA. Similarly, developmental work continued to monitor uptake of hepatitis C virus infection treatment among PWID in Europe, an area for future exploration. A European expert meeting was organised in 2012 and an in-depth analysis is already planned for 2013–14.

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CHAPTER 2
Core business: monitoring and reporting on the drugs problem in Europe

Data collection, analysis and quality assurance (Main area 1)

Each year, an important aspect of the agency's work revolves around data submission and management tasks, including the production of templates, data validation and further development of the EMCDDA's web-based data collection instrument, the Fonte system. The main outcome of this process is the Annual reporting package, consisting of linked outputs: the Annual report; the Selected issues; the Statistical bulletin; and the country overviews. This forms the basic information set from which many of the agency's other products are derived.

Main highlights and achievements from the area

Data collection and management

The data collection infrastructure ran without any disruption, supported by ongoing management of Fonte through biannual steering group meetings with representatives of the NFPs in May and November and regular bimonthly internal cross-unit meetings.

Automatic validations were performed and methods to ensure consistency of data were instituted. This included comparing internal submission processes and tools (national reports and the Fonte submissions by the NFPs), as well as comparing EMCDDA data with data provided by external partners. One such example is the project 'Scaling up access to high-quality harm reduction, treatment and care for injecting drug users in the European Region', a European Commission–World Health Organization grant agreement on harm reduction, where the EMCDDA is a member of the Project Advisory Group.

Thirty quality reports were prepared, providing feedback on the national reports submitted by the NFPs, and sent to the data providers in May, as planned.

With a view to improving the quality of national reporting, in December the EMCDDA held a Reitox Academy in response to the request from the Ministry of Health of Slovenia and in cooperation with the NFPs. The two-day event was attended by NFP drug experts, as well as representatives from non-governmental organisations and treatment centres.

Specific technical support was provided for the pilot implementation of the new treatment demand indicator (TDI) protocol (see also Main area 2). This included a

technical meeting attended by representatives from pilot countries (Czech Republic, Estonia, Spain, France, the Netherlands, Poland, United Kingdom) and a national Reitox Academy in Slovenia in June.

Data analysis and statistical support

All of the data analysis and statistical support processes were implemented. As a result of this major component of the EMCDDA's work, the Annual report package and other EMCDDA publications were produced and widely disseminated.

The 2012 *Annual report on the state of the drugs problem in Europe* (available at http://www.emcdda.europa.eu/publications/annual-report/2012) presents the EMCDDA's yearly overview of the drug phenomenon. This is an essential reference point for policymakers, specialists and practitioners in the drugs field, or indeed anyone seeking the latest findings on drugs in Europe.

The report was published in 22 languages and launched on 15 November 2012 in Lisbon, in the presence of the European Commissioner for Home Affairs, Cecilia Malmström. Commenting on the report, Ms Malmström noted: 'This new analysis from the EMCDDA is particularly welcome as it highlights the drug problems we share across the European Union and informs the work we are currently undertaking to strengthen Europe's strategic and operational approach to drug trafficking and use.'

Furthermore, the EMCDDA participated in national launches organised in six EU Member States and Croatia.

Commissioner Malmström at the launch of the EMCDDA Annual report 2012 in Lisbon

In addition to the Annual report, several Selected issues were also published in 2012 (see further sections of this report).

Alongside the production of the 2012 edition, work also started to prepare the 2013 Annual report. This will be launched in May, almost six months earlier than in the past. The production cycle for the new report (the *European Drug Report*; see details in Main area 7) was agreed in consultation with the NFPs and considerable effort was expended by both the EMCDDA and the NFPs to ensure the earlier delivery and validation of national data.

The Statistical bulletin ([4]) represents the epidemiological basis of the Annual report. This is a key resource published every year by the EMCDDA, and provides access to the most recent statistical data on the drug situation in Europe, including over 400 tables and graphs. Like the Annual report, the bulletin is the result of close interaction between focal points and experts at country level and the EMCDDA at the European level. The 2012 bulletin was published on 17 July and also included data from the most recent European School Survey Project on Alcohol and Other Drugs (ESPAD), which provides an important insight into drug use at school level across Europe. Significant improvements were also made to the presentation and usability of this online product.

([4]) Available at http://www.emcdda.europa.eu/stats12

The country overviews ([5]) provide a structured synopsis of the trends and characteristics of national drug problems. They include a summary of the national drug situation, key statistics at a glance and a 'barometer' section showing the prevalence of use of different drugs and the position of the country relative to other EU countries' reporting data. The 30 updated country overviews were published (in English) on our website in August. In addition, updated profiles were published in national languages in November.

Major improvements were made to the presentation and content of web resources. New pages on the website included national public expenditure profiles (see also Main area 6), pages on candidate and potential candidate countries, with regular updates on the activities of the IPA project (see also Main area 8) and country overviews (in English and Russian) of the three CADAP (Central Asia Drug Action Programme) countries (Kazakhstan, Kyrgyzstan, Uzbekistan).

The final report of the project on the validation of statistical methods was presented in December. The outcomes of this review will be developed in 2013, as part of the new quality assurance framework.

Work started in 2011 on the systemic review of tools (EMCDDA in consultation with the NFPs) continued in 2012. Two technical meetings were organised in April and October to review the state of progress and agree on the next steps.

A section on public expenditure was incorporated into the country overviews; and links between these and other online products were included in the updates. Furthermore, a new production cycle was also defined for the country overviews, in order to accommodate the earlier launch of the 2013 Annual report.

Key indicators and monitoring the epidemiology of the drug situation (Main area 2)

The epidemiological KIs provide the long-term, standardised, time series analysis that is an important part of the added value provided by the European drug monitoring system. These indicators provide information on prevalence and patterns of use (through surveys and studies of special populations) and consequences (with a focus on infectious diseases and drug-related deaths).

Each key indicator is supported by a dedicated European expert network, with each country nominating an expert correspondent. A plenary expert meeting takes place every year for each key indicator, usually involving around 40–50 experts.

Starting in 2001, the EMCDDA has developed standard methodologies to enable Member States to collect information linked to the KIs in a robust and comparable way. These methodologies have been regularly reviewed and improved, with contributions from the EMCDDA scientific staff, the NFPs and experts in the Member States, Norway, Croatia and Turkey.

([5]) Available at http://www.emcdda.europa.eu/publications/country-overviews

Main highlights and achievements from the area

Key indicators—ongoing work

All the annual KI expert meetings were held as planned, providing the opportunity to review progress and results for 2011/12, exchange information, promote methodological discussion and engage in the review and analysis of data sets.

EXPERT MEETINGS FOR KEY INDICATORS	
25–27 June	General population survey (GPS)
20–21 September	Treatment demand indicator (TDI)
25–26 October	Problem drug use (PDU)
12–13 November	Drug-related deaths (DRD)
10–11 October	Drug-related infectious diseases (DRID)

Updated information on KIs was disseminated to the wider professional and scientific community through the dedicated web area, the 'key indicator gateway' ([6]). This was complemented by presentations at scientific conferences and technical meetings and events (see online Annex 4).

The second assessment of the implementation of the KIs in the EU Member States, Norway, Croatia and Turkey was carried out in close collaboration with the NFPs. The exercise documented the progress made from the first assessment (2009) in order to set a benchmark for the forthcoming triennial work programme (2013–15). This was intended to provide a clear picture of the status of implementation of the five KIs, in order to support the work of the NFPs and contribute to the evaluation of the EU action plan 2009–12.

The assessment revealed a positive level of implementation overall since 2009, with improvement in data availability and comparability in certain areas. The results were presented to the EMCDDA's Management Board at its December meeting.

Ongoing technical assistance and support was provided to the NFPs and national experts in 2012. Specific support was provided to Croatia (GPS) and Turkey (school survey), Cyprus, Slovenia and Finland (PDU), and Slovenia (TDI—see also Main area 1).

In the area of DRID, particular support continued to be provided to Greece and Romania, where HIV outbreaks among PWID were reported in 2011, as well as to several other countries identified as being at risk of experiencing HIV outbreaks.

General population surveys (GPS)

A project to explore and document non-response in GPS was initiated, and discussed at the annual expert meeting in June. It provided new information about response rates for the GPS standard table included in the 2012 Statistical bulletin.

([6]) See http://www.emcdda.europa.eu/themes/key-indicators

A map of questions used in recent national GPS questionnaires was consolidated and validated.

Following the joint statement on cooperation between the EMCDDA and ESPAD adopted in 2011, collaboration between the two parties continued, resulting in the 'Summary of the 2011 ESPAD report' published in May in 25 languages ([7]). To mark the launch of the report, the EMCDDA Director, Wolfgang Götz, said: 'Today's report underlines an important commitment to monitoring and understanding substance use in this important adolescent population and provides valuable data for further analysis. The EMCDDA presents a summary of the ESPAD findings as part of an enhanced and multilingual dissemination strategy of the project's results. This essential data will help inform policymakers, promote scientific understanding and facilitate the development of effective interventions for young and vulnerable school students across Europe.'

The project to consolidate and expand the GPS harmonised data group continued in 2012 and a detailed progress report was presented at the annual GPS expert meeting, highlighting the results of the collaboration between the nine participating countries (Denmark, Ireland, Spain, France, Cyprus, Latvia, Poland, Portugal, United Kingdom) in building national datasets that share a common structure for the purpose of joint analysis. These clearly represent a step forward in harmonising European data.

Treatment demand indicator (TDI)

Following the adoption by the HFPs of the new TDI protocol (version 3.0) in 2011, the EMCDDA's 30 reporting countries started to prepare for implementation at national level in 2012. The national instruments used to collect TDI data were assessed, the results showing that the national tools are already well harmonised with the EMCDDA's TDI protocol. Furthermore, a consultation survey assessed the feasibility and impact of implementing the TDI protocol, and revealed that 73 % of the reporting countries will be ready to implement the core components of the new protocol from the start of 2013 and deliver data in September 2014.

In addition, in order to test the revised reporting form, a pilot exercise was launched in nine volunteer countries (Czech Republic, Estonia, Spain, Ireland, France, Netherlands, Poland, Portugal, United Kingdom). A meeting in May brought together representatives from the countries concerned to discuss the survey results and the next stages of the exercise.

Drug-related deaths indicator (DRD)

Following the increased numbers of cocaine-related deaths reported by some European countries since the early 1990s, in 2011 the EMCDDA decided to run a project to generate better information on this phenomenon. The final project report, 'Analysis of the data sources, numbers and characteristics of cocaine-related DRD cases reported in Special Mortality Registries, or eventually in General Mortality Registries (GMR) when necessary', was prepared and sent to NFP experts for review in July 2012. The study was presented at the DRD annual expert meeting and can be found online at http://www.emcdda.europa.eu/themes/key-indicators/drd

([7]) Available at http://www.emcdda.europa.eu/publications/joint-publications/2011-espad

An analysis of the OD4 methadone (methadone-related overdose) index was conducted in four countries (Denmark, Finland, Ireland and Norway) and the results will be presented in a technical report in 2013.

Problem drug use (PDU) and revised problem drug use indicator (PDU-R)

In addition to the ongoing support provided to the NFPs and national experts, specific training for PDU implementation was provided via a technical assistance project to Cyprus, Slovenia and Finland. The aim of the project was to support the countries in the implementation of the redesigned PDU indicator. An online survey involving all 30 reporting countries and some key experts was conducted in May 2012 and its results were fed into the final version of the indicator, approved at the HFPs meeting in November.

The Thematic paper *Prevalence of daily cannabis use in the European Union and Norway* was published in November ([8]). The paper brings together, for the first time in Europe, an integrated overview of the prevalence of intensive cannabis use. Self-reported data regarding frequency of cannabis use from large, probabilistic, nationally representative samples of general population surveys from 20 countries, representing more than 83 % of the population of the EU and Norway, were collected through two rounds of ad hoc data collection in 2004 and 2007 and have been collected through a routine, standard data collection instrument since 2010.

Drug-related infectious diseases indicator (DRID)

A risk assessment performed in November 2011 by ECDC and the EMCDDA documented an increase in newly detected HIV cases among PWID in Greece and Romania ([9]). In order to share most recent information on developments and best practice on monitoring and responding to this risk, both agencies organised an expert meeting in March in Tallinn, Estonia ([10]), for representatives of national HIV surveillance and prevention contact points and NFPs.

As follow-up, the second joint ECDC–EMCDDA expert meeting on 'Detecting and responding to outbreaks of HIV among people who inject drugs' took place in October. The meeting provided a forum for information exchange between countries affected by HIV outbreaks among PWID and countries where there is a potential risk of such outbreaks, to improve monitoring and prevention capacity. It was attended by experts from the Reitox NFPs and the national HIV surveillance and prevention contact points of Bulgaria, Estonia, Greece, Italy, Latvia, Lithuania, Hungary, Austria and Romania, technical staff from the EMCDDA and ECDC and prevention experts from Finland, Portugal, Spain and the United Kingdom as well as representatives of the EU Civil Society Forum.

Intensive targeted support was provided to Greece and Romania, and collaboration with other countries at risk of HIV outbreaks among PWID was developed during and after the two meetings. Updated reports on the situation in Greece and Romania were published by the EMCDDA in November 2012: *HIV infections among drug injectors in Greece* and *HIV infections among drug injectors in Romania* ([11]).

([8]) Available at http://www.emcdda.europa.eu/publications/thematic-papers/daily-cannabis-use
([9]) Available at: http://www.emcdda.europa.eu/publications/joint-publications/hiv-in-injecting-drug-users-2011
([10]) Meeting on: 'Detecting and responding to outbreaks of HIV among people who inject drugs: Best practices in HIV prevention and control'. Report available at: http://ecdc.europa.eu/en/publications/Publications/MER-IDU-outbreaks.pdf
([11]) Available at http://www.emcdda.europa.eu/publications/ad-hoc/2012/greece-hiv-update and http://www.emcdda.europa.eu/publications/ad-hoc/2012/romania-hiv-update respectively.

Following several cases of anthrax infection among heroin users in Europe, a joint ECDC–EMCDDA risk assessment exercise was carried out and its results disseminated. Furthermore, a workshop was organised in December, with experts from the two agencies and national experts. The workshop was part of the ECDC–EMCDDA joint project 'Evidence based guidance for prevention of anthrax in heroin users', which aims to produce guidelines for preventative measures and interventions to reduce the incidence of anthrax infection and associated morbidity and mortality in heroin users.

Cross-indicator analyses

An internal working group on multi-indicator trend analysis, mixing qualitative and quantitative data, was set up and a workshop was held in October on applying mixed methods in the trendspotter studies carried out by the EMCDDA. Multi-indicator trend analysis was used in the trendspotting exercise (see Main area 5) and the analysis of heroin trends presented in the Annual report. A technical paper on mixed methods analysis with monitoring data was drafted, to be finalised in 2013.

Monitoring demand reduction responses, interventions and solutions applied to drug-related problems (Main area 3)

Further analytical work was carried out in 2012 to report on the demand reduction activities implemented at EU level. Moreover, 2012 was a particularly prolific year in terms of thematic publications and the launch of new online tools on responses to drug use in Europe. The publications included two EMCDDA Insights, one on heroin-assisted treatment and one on the social reintegration and employment of drug users.

Main highlights and achievements from the area

Treatment

Online health and social responses national overviews were developed as an interactive web-based tool (2013 release). These present data and social responses to drug use in the EU Member States, Norway, Croatia and Turkey.

One of the most important developments in the past few years has been the EMCDDA's new treatment data collection and analysis strategy (see also Main area 7). To support the implementation of the strategy, a technical report assessing the quality and completeness of national and European estimates of the total number of drug users in treatment was prepared and presented to key national experts. This will be followed by a methodological toolkit to refine the estimates.

The EMCDDA Selected issue *Pregnancy, childcare and the family: key issues for Europe's response to drugs* was published in October ([12]). It gives a broad overview on the extent of, and available responses to, the problems of pregnant drug users and families affected by drug use. The in-depth topical review *New heroin-assisted treatment* was published in

([12]) Available at http://www.emcdda.europa.eu/publications/selected-issues/children

April ([13]). The report provides the first state-of-the-art overview of research on the subject, examining the latest evidence and clinical experience in this area in Europe and beyond.

An analysis on residential care in Europe was started (paper to be published in 2013) based on data provided by NFPs. In order to support the national data collection exercise, a Reitox Academy was organised in February and was attended by 30 participants from 23 countries.

An in-depth topical overview *Models of addiction* was completed and the analysis will be published in 2013 (Insights series). In the same series, *Social reintegration and employment: evidence and interventions for drug users in treatment* was published in October ([14]). The report considers existing interventions targeting this vulnerable social group. It also provides a set of conclusions to help develop coherent and comprehensive social integration strategies targeted at policymakers and drug practitioners.

The in-depth analysis on the role of therapeutic communities as treatment providers in Europe was completed and the report will be published in 2013, also in the Insights series.

Harm reduction

In 2012, the EMCDDA continued to provide support to the EC (DG SANCO) for the 'Second follow-up report on implementation and the current state of play of the 2003 Council Recommendation on the prevention and reduction of health-related harm, associated with drug dependence, in the EU and candidate countries'. As a member of the steering committee, the EMCDDA participated in the kick-off meeting and the mid-term meeting. The project benefited from the harm reduction data provided by the NFPs as part of the regular reporting exercises from 2008 to 2010, which were shared with the contractors.

The harm reduction indicators were further developed. The template for the health and social responses indicators for harm reduction assessment was finalised and used in the EMCDDA–ECDC–WHO (World Health Organization) technical meeting in Greece in May, following the HIV outbreak among injecting drug users in the previous year.

In order to provide updated information on responses in the area, the online harm reduction profiles, covering 30 countries, were launched on 1 December ([15]). Each overview is divided into five parts: the national context of harm reduction; references and resources; key responses for preventing and reducing drug-related infectious diseases; drug-related deaths; and drug-related harms in recreational settings.

An extra event organised in 2012 was the expert meeting 'Monitoring hepatitis C virus infection treatment uptake among people who inject drugs in Europe' in April. The main objective of the meeting was to review the methodologies used throughout the world for monitoring uptake of hepatitis C virus (HCV) infection treatment among PWID, in preparation for an in-depth analysis planned for 2013, which will result in an Insights publication in 2014.

([13]) Available at http://www.emcdda.europa.eu/publications/insights/heroin-assisted-treatment
([14]) Available at: http://www.emcdda.europa.eu/publications/insights/social-reintegration
([15]) See http://www.emcdda.europa.eu/themes/harm-reduction

Prevention

The EMCDDA online Exchange on Drug Demand Reduction Action (EDDRA) was permanently updated to provide details on a wide range of evaluated prevention, treatment and harm reduction interventions, as well as interventions within the criminal justice system ([16]).

The Evaluation Instruments Bank (EIB), the EMCDDA's online archive of instruments for evaluating drug-related interventions, was also updated regularly and existing entries and updates are now available in additional languages at http://www.emcdda.europa.eu/eib.

The Thematic paper *Responding to drug use and related problems in recreational settings* was launched in July ([17]). The paper summarises some of the approaches used today to prevent and reduce the health and social risks associated with the use of illicit drugs and alcohol in specific settings.

A technical report on drug prevention interventions targeting minority ethnic populations was prepared. The publication, to be released in 2013, will provide an overview of the state of prevention interventions among ethnic minorities and immigrants in the EMCDDA reporting countries in the Thematic paper series.

Another Thematic paper *North American drug prevention programmes: are they feasible in European cultures and contexts?* was prepared for publication in 2013. It will provide interested parties (policymakers, academics, professionals, members of the media, etc.) with key information about four prevention programmes that have successfully been implemented and partially replicated in other cultures. This will hopefully encourage policymakers and prevention professionals to use and adapt programmes that have proven to be effective.

Good practice, guidelines and quality standards

The participants at the EMCDDA Reitox week held in Lisbon in May

The Best practice portal was maintained and regularly updated throughout the year in order to inform professionals, policymakers and researchers on 'what works' in the areas of drug-related prevention, treatment, harm reduction and social reintegration. As part of the collaboration with the Cochrane Group on Drugs and Alcohol, several systematic reviews of evidence were provided by this group and published on the portal at http://www.emcdda.europa.eu/best-practice

In order to identify gaps in the research supporting evidence-based interventions, a gap analysis project was initiated in 2012. Informants including decision-makers, experts, practitioners and patients from 22 countries responded to the online survey. The final report is due in 2013.

([16]) See http://www.emcdda.europa.eu/themes/best-practice/examples
([17]) Available at http://www.emcdda.europa.eu/publications/thematic-papers/recreational-settings

The workshop 'Best practice in demand reduction: a two-way approach for national observatories' was held during the first Reitox week in May (see details under Main area 10), allowing participants to exchange experience and lessons learned and explore perspectives for further cooperation in the area.

Supply and supply reduction interventions (Main area 4)

The preparation of the first joint EMCDDA–Europol strategic analysis, the *EU Drug markets report*, and further work on conceptualising key indicators in the fields of drug markets, drug-related crime and drug supply reduction were the key topics in the area of supply and supply reduction interventions in 2012.

Main highlights and achievements from the area

The highlight of the year was the preparation of the first joint EMCDDA–Europol *EU Drug markets report*. This comprehensive analysis was requested by the European Commissioner for Home Affairs, Cecilia Malmström, in November 2011, in order to meet the need to 'provide a coherent and holistic picture of developments in the EU to all relevant stakeholders, including law enforcement, prevention and academic communities'.

Work on the report ran throughout the year and involved close coordination with Europol. Three coordination meetings took place between the two agencies and communication exchange was intense throughout the drafting and production process.

The report gives a global overview of each main illicit drug available in Europe, followed by a detailed analysis on production and precursor issues, consumer markets in Europe, trends in production and trafficking, and responses at European and international level. The information was placed into the policy context and several issues in focus were addressed with support from several external contributors, including Eurojust. The report starts and ends with key issues, conclusions and recommendations drawn from the analysis. These should help support the work of the law enforcement professionals in Europe and inform policy decisions, including Europol's SOCTA (Serious and Organised Crime Threat Assessment) and the definition and implementation of the second COSI (Standing Committee on Operational Cooperation on Internal Security) internal security policy cycle.

Important internal resources were deployed to this top priority and, above all, unplanned project. Despite the extremely challenging timeframe, the resulting report was ready to be launched on time in January 2013.

An in-depth topical review *Cannabis production and markets in Europe* was published in June as part of the EMCDDA Insights series ([18]). The study brings together available evidence to provide a comprehensive analysis of cannabis production and markets across the EU. It combines information from EMCDDA routine reporting with literature on cannabis markets to create an in-depth analysis of the issue in a European context.

([18]) Available at http://www.emcdda.europa.eu/publications/insights/cannabis-market

A Thematic paper called *A definition of 'drug mules' for use in a European context* was published in March ([19]). It explores whether a common definition of 'drug mules' (human carriers) can be developed in the European context and assesses the implications of this for data gathering and future research. The paper has its roots in a questionnaire launched by the EMCDDA in 2010 to test a conceptual framework for drug couriers. Taking part in the survey were professionals, academics and practitioners from a variety of countries, legal traditions and law enforcement practices. This paper makes recommendations for further investigation into drug markets and related responses.

The reconstruction of historical data collected by the EMCDDA continued in 2012 with the data on drug tablets and drug seizures. This will be followed by a national consultation involving data cleaning and updating by the countries, before integrating the series into the Fonte system in 2013.

The project on Europe's specialised drug police units (drug squads) progressed in 2012. An overview of the first results of the survey from 2011 covering 26 European countries was presented during an expert meeting in April, attended by drug law enforcement officers and crime analysts from 12 European countries and representatives of Europol, CEPOL and MAOC-N (Maritime Analysis and Operations Centre (Narcotics)). The final results of the project will be published in 2013.

Coordination and data exchange with external partners on supply issues took place throughout the year. The EMCDDA is a participant in Europol's SOCTA and as such contributes to its biennial threat assessment. In this capacity, the agency attended two workshops which aimed to provide the basis for common 'Operational Action Plans' (OAPs). They are the final operational steps related to different crime areas within the 'EU policy cycle' framework, executed by COSI. Implementation is coordinated by the European Multidisciplinary Platform Against Criminal Threats (EMPACT). In September 2012, the EMCDDA participated in the EMPACT synthetic drugs meeting, where the 2013 work plan was prepared. It was agreed that the EMCDDA would continue with its activities in support of the COSI strategic goal regarding the EU policy cycle crime priority: 'Reduce the production and distribution in the EU of synthetic drugs, including new psychoactive substances'. SOCTA 2013 started in October 2012 with an initial focus on market effects. The EMCDDA provided assessments on the effects of drug trafficking on the demand side and stressed future threats caused by trafficking of precursors, cutting agents and new substances.

Several joint activities were implemented with CEPOL in 2012, including participation in the 'Exchange Programme' coordinated by CEPOL whereby 14 senior law enforcement officers from as many Member States took part in a study visit to the EMCDDA. Feedback from the visit, which was very positive, was presented during the European Police Exchange Programme Evaluation Meeting later in the year. Furthermore, the EMCDDA reviewed CEPOL's common curricula on 'drug trafficking' and one staff member gave a lecture on 'Monitoring new psychoactive substances in Europe: early-warning system and trends' at a CEPOL seminar on new psychotropic substances held in Ireland.

In order to address the lack of comparable and reliable data on drug supply in general, as part of the European action plan on drugs (2009–12), the EMCDDA was given the task of proposing a set of KIs in the fields of drug markets, drug-related crime and drug supply reduction. Collaboration between the EMCDDA and the EC to develop the specifications for European KIs in the area of drug supply (including supply reduction) started in 2010. In November 2012, the project reached a milestone with the second European conference

([19]) Available at http://www.emcdda.europa.eu/publications/thematic-papers/drug-mules

on supply indicators, co-organised by the EC and the EMCDDA, with support from Europol. The event brought together experts from different disciplines and provided an opportunity to exchange views and build consensus on the main issues relevant to improving the monitoring of drug supply in Europe.

Work to consolidate this area will continue in 2013–15 within the new EMCDDA three-year strategy and work programme, which sets the development and implementation of KIs in the fields of drug markets, drug-related crime and drug supply reduction as one of the agency's main priorities.

Monitoring new trends and developments and assessing the risks of new substances (Main area 5)

The EMCDDA has been assigned a key role in the detection and assessment of new drugs in the EU under the terms of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of new psychoactive substances ([20]). As in previous years, in 2012 the EMCDDA oversaw the implementation of the EWS, together with Europol and its EWS partners in the Member States, the Reitox network.

Implementation of Internet snapshot activities continued, and the methodology for snapshots was improved in order to better support future exercises. Methodologies that allow for a better identification and monitoring of new and established substances were further developed through new data sources. These included wastewater analysis, which has great potential as a method of monitoring levels of illicit drug use in the community and identifying new drugs.

Main highlights and achievements from the area

Implementation of the early-warning mechanism

Seventy-three new psychoactive substances were formally notified in 2012, representing an increase of almost 50 % from 2011 (49 substances). Subsequently, 73 new substance profiles were created and included in the European database on new drugs (EDND). In total, 277 substance profiles were updated.

During 2012, 23 public health alerts were notified to EWS correspondents. Examples included fatal intoxications involving PMA/PMMA and the confirmation of anthrax infection among PWID.

A key element of the EWS is the ongoing provision of technical assistance, consultation and advice. Beneficiaries include not only the Member states, Europol and the EC but also third countries such as Australia and Japan.

The EDND analytical databank was expanded in 2012 to include data files for the 73 new substances as well as additional analytical data on substances already reported.

The annual meeting of the EWS network took place in May and was attended by the representatives of the 30 EMCDDA reporting countries (minutes and presentations

([20]) http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32005D0387:EN:HTML

available online at the EDND). Also present were experts in law enforcement, toxicology, medicine and environmental science.

In accordance with the EWS guidelines, data collection for the preparation of an EMCDDA–Europol joint report on the new psychoactive substance 4-methylamphetamine was launched in May, and information was gathered from the 27 EU Member States as well as Croatia, Norway and Turkey. The EMA was also consulted. Europol collected information in parallel from its network of Europol National Units. The collected data were analysed and a report based on the findings was drafted. The joint EMCDDA–Europol report on 4-methylamphetamine was submitted on schedule to the Council, EC and EMA before the end of July.

In addition, a data collection exercise was launched for a joint report on the new psychoactive substance 5-(2-aminopropyl)indole. As with 4-methylamphetamine, a joint EMCDDA–Europol report incorporating all the gathered data was drafted and submitted in December.

The compendium entitled *Early warning system—National profiles* was published on 24 May ([21]). It is the first comprehensive overview of all the national EWS' in operation across the EU (and also in Croatia, Norway and Turkey). The report aims to promote best practice and enhance the exchange of experience. It will also serve to assist with third parties who are considering an EWS mechanism.

A law enforcement expert meeting on new psychoactive substances was organised by Europol and the EMCDDA in September. The meeting was jointly chaired by the two organisations, and the EMCDDA delivered a presentation on 'Monitoring new psychoactive substances in the EU' and presented the concluding remarks.

In accordance with Article 10 of Council Decision 2005/387/JHA, the EMCDDA–Europol 2011 Annual report on the implementation of the Council Decision was prepared by the two agencies and published in April. The report includes information on activities conducted in response to the Council Decision as well as coordination activities, such as the annual Reitox EWS meeting. The report is available at: http://www.emcdda.europa.eu/publications/implementation-reports/2011 as well as on the Council website.

An amended working arrangement between the EMA and EMCDDA was signed by the directors of the two agencies in Lisbon in September (see also Main areas 8 and 10). This enhances cooperation in the area of misuse of medicinal products, part of which is the pharmacovigilance system. Information exchange continues on an ad hoc basis, for example for the preparation of joint reports and risk assessments on 4-methylamphetamine and 5-(2-aminopropyl)indole and in relation to the notification of new drugs that are medicinal products.

The EMCDDA is part of the European Network of Forensic Science Institutes (ENFSI), helping to identify substances and facilitating contacts between the forensic network and the EWS network. Significant progress was made here in 2012, namely in linking to Member States' customs laboratories. This work will continue into 2013 when the EMCDDA will organise a special event on this priority.

([21]) Available at http://www.emcdda.europa.eu/thematic-papers/Early warning system

The EMCDDA actively participated in the 2012 annual meeting of ENFSI held in Cyprus in May. The Centre has formal status as an observer within this network, which identifies new drugs and trends within the EU.

One Internet 'snapshot' of online sales of drugs was conducted in January. It was followed by a substantial revision of the Internet monitoring methodology, in order to develop its scope, coverage and robustness. This includes building the monitoring into core EMCDDA activities such as joint reports and risk assessments as well as allowing continuous monitoring across the EU on both new drugs and the existing market in controlled drugs. Targeted Internet searches were conducted in English in support of the joint EMCDDA–Europol reports on 4-methylamphetamine and 5-(2-aminopropyl)indole.

A risk assessment for 4-methylamphetamine was carried out by the EMCDDA's extended Scientific Committee in November. To underpin this, a technical report including a comprehensive analysis of data from the Member States and Europol was drafted. This report served as the evidence upon which the Scientific Committee based its assessment. The risk assessment was finalised at the Scientific Committee meeting and was sent to the Council and the EC within the 12-week timescale specified in the Council Decision.

As part of its contribution to the preparation of new legislation to replace Council Decision 2005/387/JHA, the EMCDDA supported the EC during the drafting phase of the new legal instrument on new psychoactive substances. However, because the new legal instrument had not been proposed by the Commission in 2012, the draft conceptual framework for new EWS guidelines could not be prepared and the structure of the EMCDDA–Europol Annual report and Reporting form on new psychoactive substances could not be adapted.

For the same reason, the full revision of the EDND will be prepared only once the full functional requirements, which will be dictated by the new legal instrument, are known. However, the rethinking of the EDND is underway and the database was further developed in 2012.

A paper on the misuse of medicines was published in *European Addiction Research* (see Annex 3). Owing to the complexities and resource-intensive nature of this field, this work will in future be undertaken by a new, dedicated cross-unit project (CUP) which will be set up in 2013.

The 2012 National Institute on Drug Abuse (NIDA) event 'New and emerging psychoactive substances: second interdisciplinary forum' took place in June in Florida. More than 300 experts from around the world took part in this high-profile event co-organised by NIDA and the EMCDDA. The success and recognition of this event further increased the EMCDDA's visibility in this field.

The European conference 'Novel psychoactive compounds: the ever-changing world of psychoactive drugs' took place in Budapest in March. The event was an initiative of the EU-funded Recreational Drugs European Network (ReDNet) project and the EMCDDA. It offered participants the opportunity to share scientific knowledge on the nature of new compounds and the clinical and legal challenges now facing professionals.

In September, an expert meeting on new psychoactive substances was held in the Hague, jointly organised and chaired by EMCDDA and Europol. This meeting aimed to raise awareness of new psychoactive sustances and improve both the response of law enforcement agencies and information flow to Europol.

Emerging trends

The EMCDDA trendspotter study on fentanyl was published in November ([22]). The aim of the study was to increase understanding of the availability and illicit use of fentanyl in Europe, with a specific focus on the extent and patterns of use, illicit production and diversion, harms and deaths, and responses to the problem. Twelve experts from 10 EU Member States attended the meeting, providing insights from the law enforcement, forensics, treatment, research and monitoring, and drug user perspectives.

In order to establish a city network that helps assess emerging trends, an expert meeting on city-level/local drug monitoring systems (First EU meeting of local and city-level monitors) took place in December at the EMCDDA, with representatives from eight European cities.

The EMCDDA rapid response team was fully operational in 2012 and questions from Member States and institutional partners were answered promptly. Furthermore, a joint rapid risk assessment was conducted by the EMCDDA and ECDC on the subject of anthrax and the information was promptly distributed via the EWS network (see Main area 2).

The multi-city 'demonstration project' was launched in December 2011 to investigate the potential of wastewater analysis as an indicator for estimating community drug use levels. The project aims to generate comparable data from at least 15 European cities, as a result of an agreed common sampling approach. The kick-off meeting took place in Lisbon in January and the closing meeting 'The determination of illicit drug use in European communities through wastewater biomarker analysis (EMCDDA Demo 2012)' was held in Lisbon in December.

In addition, in 2012, the EMCDDA became an associate partner in the SEWPROF project (Marie Curie Initial Training Network). The project aims to develop interdisciplinary and cross-sectoral research capability for the next generation of scientists working in the emerging field of sewage epidemiology. The project kick-off meeting took place in December. The cooperation reached an important milestone in 2013, with the first international multidisciplinary conference on detecting illicit drugs in wastewater ('Testing the waters'), organised by the EMCDDA in collaboration with SEWPROF, in May. Preparatory work for this event started in 2012 ([23]).

Another event in the area was the workshop on determining illicit drugs in populations through wastewater biomarker analysis organised in December in Lisbon by the EMCDDA in collaboration with the Norwegian Institute for Water Research (NIVA).

Improving Europe's capacity to monitor and evaluate policies (Main area 6)

An important aspect of the EMCDDA's 2012 work programme was the scaling up of activities aiming to increase Europe's capacity to monitor and evaluate drug policies. Work in this area was structured around three interrelated themes: the legal basis for drug policies and how laws are implemented; monitoring policy development and

([22]) Available at http://www.emcdda.europa.eu/scientific-studies/2012/trendspotters-report
([23]) See http://www.emcdda.europa.eu/wastewater-analysis

supporting policy evaluation; and understanding better the economic aspects of European drug policies.

Main highlights and achievements from the area

Laws and legal bases for interventions

The annual meeting of legal and policy correspondents took place in June. The meeting brought together representatives from the 30 EMCDDA reporting countries, who exchanged information on national and EU legal updates, including laws controlling new drugs in selected EU Member States. The EMCDDA also presented the first results of a feasibility study of estimates of public expenditure by courts in relation to drug supply-related offences, and of the drug law differentiation index. Following the feedback from the legal correspondents on the index project, further work was contracted out and a final technical report will be delivered in 2013.

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

Following the launch in 2011 of the new EMCDDA series 'Drug policy profiles', the second profile, on Ireland, was prepared in 2012. The product was peer reviewed by experts and sent to the Irish NFP for consultation (2013 release).

The agency also organised two analyses for 2013 productions on drug policy advocacy groups in Europe and on international drug strategies. Preparatory work also started on an analysis of drug policies of large European cities (also a 2013 release).

The *EMCDDA trend report for the evaluation of the 2005–12 EU drugs strategy*, prepared to support the EC in the evaluation of the 2005–12 EU drugs strategy and its 2005–08 and 2009–12 action plans, was published online in April ([24]). Furthermore, the EMCDDA was a member of the Steering Committee which supervised the evaluation of the EU drugs strategy.

Public expenditure and economic analysis

National drug-related public expenditure profiles were launched on the EMCDDA website in December ([25]). The profiles are based on the information provided by the 27 EU Member States, Croatia, Turkey and Norway, and the available literature. They provide information on four aspects of the topic per country: government allocations of specific budgets to drafting drug policy documents; the latest and most comprehensive estimate of national public spending on drug-related activities as a percentage of GDP; the evolution of drug-related public expenditure over time; and how national estimates of drug-related public expenditure might change in the near future.

EMCDDA staff working in the policy area attended the sixth meeting of the International Society for the Study of Drug Policy making three presentations on: drug policy advisory

([24]) Available at http://www.emcdda.europa.eu/html.cfm/index154967EN.html
([25]) Available at http://www.emcdda.europa.eu/countries/public-expenditure

bodies, the drug law differentiation index (see above) and public expenditure on drug law offenders in prisons at the event. Work in these areas will continue in 2013.

Scientific coordination, research and content support (Main area 7)

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 bring these topics together in order to produce issues-based analysis. Coordination of the scientific work programme is therefore vital to ensure the overall coherence of the work, that competing priorities are appropriately balanced, and common technical and operational issues addressed.

Main highlights and achievements from the area

Scientific coordination

Scientific coordination meetings involving the Heads of scientific units and scientific staff were held regularly (bimonthly) in 2012. In addition, two one-day meetings of all scientific staff in the scientific division were organised in order to discuss cross-cutting issues and share updates on organisational developments.

A vital step in improving internal coordination and planning and enhancing the quality of outputs was the launch of a new online tool, the products database. Operational since March, the tool is regularly updated to include information on the planning and progress of the EMCDDA's products, in line with the annual work programme. This improves monitoring and transparency for staff involved in the production process.

Furthermore, regular editorial board meetings and follow-up meetings on products took place throughout the year in order to prioritise and steer product development (for more details, see Main area 9).

Another highlight of the year was the adoption of a policy outlining 'EMCDDA principles and procedures for publication in scientific journals by scientific staff'. This internal policy will improve the integration of scientific articles in scientific publishing activities as part of the agency's annual work programmes.

The Thematic paper *Travel and drug use in Europe: a short review* was published in September ([26]). As information on drug use by travellers is scarce, the paper sought to increase interest in this topic in terms of both research and developing adequate responses to problems related to drugs and travel.

The project on the systemic review of tools continued in 2012. Two technical meetings with the NFPs and a session during the HFPs meeting in November were organised to review progress and agree on next steps.

([26]) Available at http://www.emcdda.europa.eu/publications/thematic-papers/travel

Two major lines of action of the systematic review of tools were the changes to the annual reporting package and the definition of a comprehensive quality assurance framework for scientific work, in line with the 2013–15 strategy and work programme. Several working groups addressed these topics in 2012 (see also the section on Content coordination below). In the context of quality assurance, the terms of reference of a cross-unit project (CUP) on quality assurance were prepared (2013 launch). This CUP aims to propose and implement a model for data quality assurance management in the Centre.

An analysis of the relationship between drug use, impaired driving and traffic accidents was initiated (technical report for 2013 release). In the same area, the EMCDDA meeting of experts on common European research standards on drugs and driving took place in December in order to finalise the first draft of the 'European guidelines for research on drugs and driving'. The guidelines will help the EMCDDA propose harmonised data collection standards and gather comparable data on the subject.

The Thematic paper *Driving under the influence of drugs, alcohol and medicines in Europe—findings from the DRUID project* was published in December ([27]). It presents the key findings of the EU's research project of the same name. In its five years of operation in 18 countries, the project produced some 50 reports, each one containing key evidence to inform road safety policy.

A conceptual framework for understanding debates on the ethical aspects of drugs monitoring was prepared and presented at the expert meeting on the theme, held in October.

Drug-related research and cooperation with the scientific community

The EMCDDA continued to follow closely EU and national drug-related research projects and present the information on the public website and dedicated Intranet pages.

The Thematic paper *Drug-related research in Europe: recent developments and future perspectives* was published in May ([28]). An update of a 2008 Selected issue, the paper identifies current and future challenges and opportunities for drug-related research in Europe.

EMCDDA Scientific Director Paul Griffiths, Dr Traute Demirakca, winner in the 'Basic biological, neurobiological and behavioural research' category and Dr Johanna Gripenberg, winner in the 'Demand and supply reduction' category, with Director Wolfgang Götz at the Scientific paper awards ceremony

The EMCDDA Scientific paper award ceremony took place in September, on the opening day of the annual meeting of the International Society of Addiction Journal Editors (ISAJE) (see below). The prize celebrates scientific writing and recognises high-quality research in the field of illicit drugs. In 2012, the three winners came from Germany, Sweden and the United Kingdom and two of the winners came to Lisbon to receive their awards.

([27]) Available at http://www.emcdda.europa.eu/publications/thematic-papers/druid
([28]) Available at http://www.emcdda.europa.eu/publications/thematic-papers/research

In 2012, the agency also continued to contribute to studies and research. Advised by its Scientific Committee, the EMCDDA supports the EC in the preparation for the Council of the EU's annual dialogues on drug-related research ([29]), which take place within the Horizontal Drugs Group (HDG) and the aims of which are: to strengthen the links between policy and research; to develop an understanding of the research priorities needed to support the implementation of the EU drugs action plan 2009–12 and beyond; and to provide input for the annual work plans of relevant Commission funding programmes. To start the process to develop a factual, objective and reliable methodology to identify research gaps and research priorities, a seminar on 'Identifying research gaps and priorities in the field of illicit drugs' took place in May alongside the Scientific Committee meeting (see Main area 10).

As already mentioned, the ISAJE Annual Meeting took place in September, supported by the EMCDDA. On the first day, the participants visited the EMCDDA, meeting the Director and key scientific staff and then took part in the Scientific paper award ceremony.

The EMCDDA also supported the project 'A new paradigm in drug use and human health risk assessment: sewage profiling at the community level' (SEWPROF), which is part of the Networks for Initial Training initiative (see Main area 5).

The European Masters in Drug and Alcohol Studies (EMDAS) graduation ceremony took place at the EMCDDA in September. Students discussed their final dissertations with some of the Centre's scientific staff. The Director opened the ceremony and, together with the professors responsible for the programme in Aarhus University and the University of Piemonte Orientale 'A Avogardo', presented the certificates to the graduates.

The EMCDDA summer school provided a broad overview of the work of the EMCDDA and drugs in general (see Main area 9).

A 'Research forum' module was delivered at the Reitox HFPs meeting in May 2012. The participants were provided with information on EC-funded projects in which the EMCDDA is collaborating, as well as useful website sources.

Content support

As already presented in Main area 1, the 2012 *Annual report on the state of the drugs problem in Europe* was launched in Lisbon on 15 November in the presence of the European Commissioner for Home Affairs, Cecilia Malmström.

In line with the new integrated communication strategy adopted by the Management Board in 2012, a new concept for the Annual report package was developed. The European Drug Report (EDR) package will consist of a summary and trends report, translated into 22 EU languages, a policy summary, 12 short analyses called 'Perspectives on drugs', the Statistical bulletin, the country overviews and the health and social responses profiles. The EDR will be launched earlier in the year, in May 2013.

([29]) Council of the European Union, 'Council conclusions on strengthening EU research capacity on illicit drugs', CORDROGUE 78, 17177/09, Brussels, 7 December 2009.

Cross-unit projects

Cross-unit project on treatment

The main objective of the Treatment CUP, set up mid-2010, was to develop a strategy of data collection and analysis on treatment and related areas. EMCDDA staff, NFPs and other experts in the field worked hard from 2010–12 in order to improve the quality of reporting on treatment by designing a coherent framework for data collection and analysis.

In 2012, two technical meetings were organised with key experts and EMCDDA staff in Lisbon to agree a common approach. These were 'Similarities and differences in treatment systems and consequences for treatment monitoring' (18 January) and 'Treatment facility surveys: which perspectives for data collection at European level?' (19 September).

The result of this collective effort was the EMCDDA treatment strategy which was adopted at the HFPs' November meeting. The strategy builds on the TDI and three additional components: treatment system 'maps', providing an overview of the treatment system; a methodological toolkit for estimating the number of people in drug treatment; and a survey of facilities to determine their characteristics and to complement and cross-validate information on clients collected through other sources.

The document will be published in 2013. Its implementation is expected to contribute to the collection of comparable data on treatment systems across EU countries—a key expected result of the EMCDDA's 2013–15 strategy and work programme.

Cross-unit project on prisons

The Prison CUP was set up in 2010 to 'better coordinate and scale up the EMCDDA work related to monitoring the prison setting'. Its mandate ended in December 2012. A final activity report highlighting the main achievements of the project over its two-year duration was prepared and disseminated.

The main highlight of the CUP was the development of the EMCDDA framework to monitor drugs and prison settings at European level, completed and published in the web-restricted area, for national experts and focal points. Another important output was the Selected issue 'Prisons and drugs in Europe: the problem and responses', published in November 2012 ([30]). The publication reviews the available data on drug use among prison populations in Europe, focusing on injecting drug use and other health risk behaviours. The second part of the report focuses on responses to the health needs of drug-using prisoners in European countries.

Another major achievement in 2012 was the European meeting on drugs and prison held in October. National experts from nine countries and representatives from the EMCDDA, the United Nations Office on Drugs and Crime (UNODC) and WHO discussed the data collection framework and methodological tools proposed by the EMCDDA, as well as the main components of the prison monitoring strategy.

([30]) Available at http://www.emcdda.europa.eu/publications/selected-issues/prison

And, finally, the activities of the CUP contributed to strengthening collaboration with the European Commission and international organisations. An analysis for the HDG on the main issues discussed and proposed in the methodological framework to monitor drugs and prison issues in Europe will be presented at the HDG meeting in February 2013.

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CHAPTER 3
Cooperation and collaboration with key external partners (Main area 8)

2012 was defined as a year for further developing collaboration with the EU institutions and agencies while developing the services provided to the Council, European Parliament and EC. Partnerships with international organisations were also consolidated.

Cooperation with non-EU countries was expanded with a focus on the added value of building national drugs observatories and monitoring systems with a European perspective. In the area of collaboration with candidate and potential candidate countries, the priorities for 2012 were to continue preparing for their participation in the EMCDDA through the new IPA 4 project, to develop new capacity-building activities, to contextualise the information collected and to provide targeted analysis to the EMCDDA's key stakeholders.

Main highlights and achievements from the area

EU institutions, agencies and civil society

In 2012, the EMCDDA continued to support drug policy dialogue at EU level by providing expertise and technical information to the European Parliament, the Council and the EC.

The main highlight of work with the European Parliament was the presentation made by our Director on the findings and media coverage of the 2012 Annual report to the LIBE Civil Liberties, Justice and Home Affairs Committee in November. Another highlight was the visit of Danish Members of the European Parliament (MEPs) and former MEPs to the agency in May (see Main area 10).

The 2012 Annual report was presented to the Council of the EU at its meeting of Ministers for Justice and Home Affairs in Luxembourg in October, prior to the official launch.

In addition, EMCDDA representatives actively participated in all HDG meetings held during the year under the auspices of the Danish and then Cypriot Presidency of the Council of the EU. One major event was the EU National Drug Coordinators meeting in Copenhagen in June, where the EMCDDA representative presented a keynote speech 'Co-morbidity—drug use and mental disorders'. Further support was provided to the Cypriot Presidency, particularly for the drafting and adoption of the EU drug strategy 2013–20, as well as during the EU National Drug Coordinators' meeting in Nicosia in September.

In terms of the agency's cooperation with the EC, this was further strengthened in 2012 through coordination dialogues. Of particular note was the cooperation with the Commission in the framework of the Second European conference on drug supply indicators and the preparation of the first *EU Drug markets* report, along with Europol (see Main area 4).

An important highlight of the year was the launch of our 2012 *Annual report on the state of the drugs problem in Europe* in Lisbon, in the presence of the Commissioner Cecilia Malmström.

> On this occasion, Commissioner Malmström said: 'Let me congratulate the EMCDDA on its 17th Annual report on the state of the drugs problem in Europe. It is gratifying when looking back over the years to note how much progress has been made in developing a sound understanding of the European drug phenomenon. I would like to thank in particular the EMCDDA Director, Wolfgang Götz, and the Chairman of the Management Board, Dr João Goulão, for this useful Annual report and, more in general, for the excellent work carried out by the Monitoring Centre. This new analysis is particularly welcome as it highlights the drug problems we share across the EU and informs the work we are currently undertaking to strengthen Europe's strategic and operational approach to drug trafficking and use. The EMCDDA works with the EU Member States and with experts from across Europe and further afield to provide this analysis. It provides us with an up-to-date and scientifically robust overview of the contemporary European drug phenomenon, along with examples of best practice in responding to it.'

Throughout the year, the EMCDDA attended and provided expertise to EU-level meetings such as meetings of COSI (see Main area 4) and the Inter-Service Steering Group (ISSG), contributed to political dialogues with third countries and represented the EU in external fora. A detailed list of all events attended by the agency's staff can be found in Annex 4.

The EMCDDA also contributed to EC-funded drug-related projects in 2012 (see Main area 7). A draft working agreement with the Executive Agency for Health and Consumers (EAHC) was prepared and sent to the latter for consultation. Collaboration with other agencies also intensified, within existing agreements and work programmes.

Institutional highlights included visits from Rob Wainwright, Director of Europol, and EMA Executive Director, Guido Rasi. During his visit, Mr Rasi signed an amended working agreement between the EMCDDA and EMA (see Main area 10).

Also at institutional level, major developments took place in the framework of the Justice and Home Affairs (JHA) agencies cluster. The EMCDDA attended the contact and expert group meetings of the cluster for the first time. Furthermore, the agency conducted a broad survey as part of the preparation of its 2013–15 strategy and work plan and the 2013 work programme involving all JHA agencies and the Commission.

At the technical level, collaboration with Europol (see Main areas 4 and 5), CEPOL and Eurojust (see Main area 4), EMA (see Main area 5) and ECDC (see Main areas 2 and 5) was further strengthened. One of the highlights in the cooperation with ECDC was the joint publication *HIV in injecting drug users in the EU/EEA, following a reported increase of cases in Greece and Romania* ([31]). As already explained, this presents the results of the joint risk assessment conducted by the two agencies in Greece and Romania, following the significant increase in HIV case reports and HIV prevalence among injecting drug users (IDUs) in 2011.

([31]) Available at http://www.emcdda.europa.eu/publications/joint-publications/hiv-in-injecting-drug-users-2011

Key external partners

In 2012, several initiatives were undertaken in collaboration with UNODC, WHO, Pompidou Group, the World Customs Organization (WCO) or the Inter-American Drug Abuse Control Commission (CICAD) in the framework of the agreements in force. One of the highlights was the signing of the EMCDDA–UNODC joint work programme 2012–14 in May. Furthermore, the EMCDDA participated in many events, including the 55th session of the Commission on Narcotic Drugs (CND), the ECDC Workshop on Global and Regional HIV Monitoring and the thematic panel discussion on new drugs at the 52nd Regular Session of CICAD. Please see Annex 4 for more details.

The EMCDDA handbook on building national drug observatories ([32]) was further promoted and disseminated in 2012, including at the 51st CICAD meeting in Washington, the COPOLAD (Cooperation Programme between Latin America and the European Union on Drugs Policies) meeting in Bogotá, Columbia, and the CICAD meeting of National Observatories (Central America, Ibero-American Observatories). Furthermore, the handbook was presented at the Reitox week in May, as well as during the national kick-off meetings in five IPA countries (see below). The Croatian version of the handbook was presented at a press conference in Zagreb in November.

Candidate and potential candidate countries

In 2012, the EC awarded the EMCDDA financing of EUR 900 000 from the Instrument for Pre-Accession (IPA) programme for the period 2012–14. This will fund a project to provide technical assistance to IPA beneficiary countries (Croatia, Iceland, the former Yugoslav Republic of Macedonia, Albania, Bosnia and Herzegovina, Montenegro, Serbia and Kosovo) to prepare them to participate in the work of the EMCDDA. The project (known as 'IPA 4') will run from 1 January 2012 to 30 November 2014 (35 months).

This project is a follow-on from previous projects implemented over the last seven years. Overall project management is provided by the EMCDDA. Some of the activities for the first year of the project included: drafting national work programmes for each country (except Montenegro) following kick-off meetings; IPA beneficiary country experts' attendance at EU expert meetings on key indicators; a Reitox Academy on the monitoring and evaluation of drug strategies; and the preparation of country overviews (on our website early 2013).

The Regional Reitox Academy 'Monitoring and Evaluation and National Drug Strategies (NDS)' was organised in Riga and was attended by 14 experts from IPA countries and one from Moldova. The objective was to provide participants with knowledge and skills on the evaluation of national drug strategies to help with data collection. In addition, 29 national experts from seven IPA beneficiary countries attended the annual EWS meeting and the KI meetings in Lisbon.

The first 'Reitox week' took place in Lisbon in May. The meeting brought together representatives from five IPA countries, European Neighbourhood Policy (ENP) countries (see below) and the EMCDDA member countries. The event included several workshops and training seminars in order to foster knowledge and share experience.

([32]) http://www.emcdda.europa.eu/publications/joint/ndo-handbook

Preparatory work for the Reitox Academy training course 'Contemporary approaches in drug monitoring' (a 2013 event) started in 2012. This is part of a joint initiative between the EMCDDA and the First Faculty of Medicine of Charles University, Prague. The event will target professionals from IPA countries, the Czech Republic and the Reitox network, with the objective of training them to organise a drug information system, to collect, analyse and interpret data, and to provide their different audiences with relevant information on the drugs situation.

Work also started on the Reitox Academy training course 'The European Union, the EU drugs policy and the enlargement process under the Lisbon Treaty', to be organised by the EMCDDA and the College of Europe early 2013. The objective of the course is to increase IPA beneficiary countries' understanding of how the EU operates, in particular with regards to EU drug policy.

Feedback on the quality of the first national reports provided by the Former Yugoslav Republic of Macedonia, Albania, Bosnia and Herzegovina, Montenegro and Serbia in 2011 was prepared and delivered to the countries concerned. In addition, country overviews for five IPA countries were prepared for publication in early 2013.

European Neighbourhood Policy countries and third countries

As mentioned previously, professionals from nine ENP countries (Azerbaijan, Belarus, Egypt, Georgia, Israel, Lebanon, Moldova, Tunisia and Ukraine) and Russia attended the first Reitox week. In addition, the multi-country workshop 'Drug prevention and monitoring: situation and perspectives in the ENP Southern Partnership countries', took place in Cyprus, and was attended by 30 ENP experts. The main aim of the workshop was to exchange information and best practices between EU and ENP countries on the organisation and monitoring of demand reduction activities.

At the request of the EC, the Centre continued to be involved in EC-funded programmes aimed at establishing national drug observatories and national drug monitoring systems such as COPOLAD and CADAP (Central Asia Drug Action Programme) (see Annex 4 for details of events).

In addition, within the DAMOS 2012 (Drug Epidemiology Data Base Collection and Development)/CADAP study visit programme at the EMCDDA, the agency hosted a one-month study visit for a Kazakh expert. The expert analysed treatment demand data from Kazakhstan and compared the TDI collection systems used in Kazakhstan and by the EMCDDA. The resulting paper was presented inhouse and will be included in the first national report prepared for Kazakhstan within CADAP.

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CHAPTER 4

Supporting the achievement of results

Communicating the EMCDDA's findings to external audiences (Main area 9)

The EMCDDA recognises that investing in data collection and analysis is worthwhile only if it results in products that can be accessed by those who need them in an appropriate form and timeframe. Therefore, communication is one of our core activities, supporting our role as an information agency and helping to further our reputation as the 'reference point on drugs in Europe'. A range of communication activities supported this aim in 2012, including publications (printed and web-based), presentations, dissemination, media relations, public relations, events and marketing and library services, in line with the priorities contained in the 2010–12 work programme.

Main highlights and achievements from the area

Timeliness

One of the highlights of the year was the adoption by the Management Board in July of the new EMCDDA integrated communication strategy (available at www.emcdda.europa.eu/publications/communication-strategy). This strategy provides guidelines for the EMCDDA's communication activities, outlining the core values governing the work of the agency (relevance, quality, efficiency, transparency and consistency), together with the tools and techniques used to serve, and nurture relations with, its audiences.

THE EMCDDA'S INTEGRATED COMMUNICATION STRATEGY

By offering a factual overview of European drug problems, the agency provides the evidence base to inform drug policy, pinpoint best practice and identify new areas of research. The new communication strategy is designed to help the agency better:

- furnish the EU and its Member States with the independent information they need to make informed choices in the field of drugs;
- enhance the EMCDDA's reputation as an authoritative source of information on drugs, increasing awareness of, and confidence in, the agency and its scientific work ('reference point on drugs in Europe');
- provide a platform for the exchange of expertise and knowledge;
- raise awareness on the European drugs problem.

Internal communication was also improved in 2012 with the drafting of an internal communication strategy, the launch of an in-house newsletter (*StaffStuff*) and the production of several videos.

Forty-one publications were launched in 2012, including the Annual report package: (Annual report, two Selected issues, Statistical bulletin, 30 country overviews, 30 National reports), one Drugs in focus policy briefing, three Insights, two guidelines and protocols, four Joint publications (of which two are linked to the implementation of Council Decision 2005/385/JHA—see Main area 5), seven Thematic papers, four scientific studies, three ad hoc publications, one brochure, six institutional publications and four issues of *Drugnet*.

All the products were disseminated on the EMCDDA website, along with news releases to mark the launch of key products.

A number of the products in the 2012 work programme were not finalised during the year and will be published in 2013. However, four unplanned outputs were either published or initiated in 2012, the main example being the *EU Drug markets report*. In addition, eight outputs carried over from the 2011 work programme were published in 2012. Twenty scientific articles authored or co-authored by EMCDDA staff were also published.

The quality control of the production process for our products was improved in several respects, including formalising key control and sign-off points in the workflows. The signing-off process is now documented in the products database. Regular editorial board meetings, complemented by monthly follow-up meetings on products also contributed to the tracking and quality control of outputs (see also Main area 7).

A new framework contract was put in place in the second half of the year in order to support production of outputs (graphic design, pre-press, printing) and achieve a more timely and cost-effective turnaround of products.

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

Significant improvements were made in some web areas in 2012. For example, all country-specific resources were brought together under a single 'Country' tab, which makes the information more accessible ([33]). Furthermore, new features—such as interactive graphics — were added to the Statistical bulletin.

The implementation of the content management application (CMA) road map project moved forward in 2012. A contractor was appointed to study content management systems available on the market and the resulting report will underpin work in 2013. Similarly, work on a formal web governance strategy started, to be completed in 2013 and then support the launch of the new EMCDDA website in 2014.

Processes for news publication across multiple platforms (social media, website, RSS [web] feeds, etc.) were further developed and implemented. A weekly events meeting took place every Monday to review the information/events that need to be published/ promoted for the week and consequent publishing on specific platforms.

([33]) See http://www.emcdda.europa.eu/countries

Elements for a new linguistic strategy were identified and addressed in the new communication strategy and the 2013–15 strategy and work programme. Work with NFPs on the terminology/glossary project continued and 37 terms and draft definitions were collected and submitted for internal approval.

Active communication: our participation

Some 30 staff members participated in the relaunched project 'Representing the EMCDDA', begun in 2004. The new programme for 2012–14 is designed to boost the ability of staff to represent the agency externally and to communicate the EMCDDA's mission. The current project has a broader scope than the original programme, with all staff members receiving training.

The EMCDDA organised, or was represented at, several prominent events throughout the year. The Centre had stands or displays at the 55th session of the Commission on Narcotic Drugs; Futurália—Salão de Oferta Educativa, Formação e Empregabilidade (Representation of the European Commission in Portugal); the European Institutions Open Day; ESCAIDE 2012; and the International Society for Addiction Medicine conference, to name but a few. Conference brochures and materials were developed to support the First international conference on novel psychoactive substances in March and the EMCDDA's Second European conference on drug supply indicators in November. Annex 4 presents a comprehensive list of events attended by the EMCDDA staff during the year. Furthermore, all visitors to the EMCDDA were provided with customised information packs and publications (see Main area 10).

The EMCDDA marked the International Day against Drug Abuse and Illicit Trafficking (26 June) with an event at its premises for the Lisbon diplomatic community and its partners from the Portuguese authorities.

Building sound contacts and relations with journalists and providing media-friendly information continued to be a priority in 2012. During the year, 13 news releases and 10 fact sheets were launched. Closer contacts were established with the Association of Foreign Press in Portugal (AIEP) and with specialist drug journalists in the Member States. Press events relating to the release of the Annual report included a press briefing and press conference with Commissioner Malmström. Media relations support was also provided to the EMCDDA Scientific paper award and the second new drugs forum in June.

From left to right: EMCDDA Director Wofgang Götz with Luis Brites Pereira, Portuguese Secretary of State for Foreign Affairs and Cooperation, Fernando Leal da Costa, Portuguese Secretary of State for Health, and the Chair of the Management Board, João Goulão

The EMCDDA continued its monthly reporting cycle on press requests and coverage via press activity reports. Press reviews were also compiled in the wake of key events. The media monitoring of the Annual report launch was carried out by Kantar Media UK and covered the 27 EU Member States, Norway, Croatia and Turkey along with international media, 'Europa' media (Brussels-focused) and the communication channels of the EU institutions. Preliminary figures show that some 1 500 items of coverage were tracked.

The analysis also included figures on advertising value equivalent (AVE) and opportunity to see (OTS). These public relations industry standard measurements give an approximate indication of the benefit to the EMCDDA of the media coverage. The total AVE for all coverage in 2012 was estimated at EUR 2 015 678 and the OTS at EUR 135 206 265.

An analysis regarding the launch of the report specifically in the Portuguese media was also commissioned. This covered the written press, TV, radio and online news and revealed that around 80 items were published, reaching some 7 million readers. The estimated AVE of this coverage was EUR 278 000 (up from 2011 figures). The majority of the articles (95 %) focused on the launch of the report and its key findings (up from 93 % in 2011).

Incoming press services were analysed and relevant articles were made available to staff to help them anticipate upcoming press requests. In 2012, the EMCDDA press office received 166 requests from the media, averaging just under 14 per month.

In line with the media relations strategy to increase professionalism among EMCDDA staff in media and presentational skills, the staff directly involved in the Annual report launch took part in a three-day media training course.

Multimedia content (e.g. video content for events and EMCDDA display areas) was further developed in 2012, and five videos were produced to mark the launch of key products or internal events.

Disseminating and valorising our outputs

In order to deliver a high-quality information service on drugs, emphasis must be placed on developing user-focused products tailored to the needs of stakeholders and target groups. With this in mind, stakeholder engagement is a key area of the new EMCDDA integrated communication strategy. A technical paper focusing on stakeholder mapping was prepared, to help inform further work in this area.

Responding better to differentiated needs

The results of the *Drugnet Europe* online user survey (July to December 2011) were analysed in 2012. The survey aimed to explore the newsletter's readership, level of client satisfaction with the product and potential future developments. Over three-quarters of respondents (76.7 %) stated that the newsletter 'mostly' covered interesting and topical subjects in the drugs field, while 18.6 % said it 'always' did. The exercise offered the agency some useful pointers which will help shape future editions.

In order to reach the general public and better serve citizens with drug-related information, the public website was regularly updated. A number of international days were marked during the year (e.g. International Women's Day, World Water Day, World TB Day, World Hepatitis Day and World AIDS Day). An information brochure entitled *The Reitox network: frequently asked questions* was created and published (see Main area 10). Throughout the year, regular content was provided to the EU public health portal and newsletter.

Training activities are an important means of exchange and dissemination of information and knowledge and reaching new audiences. In this context, a

memorandum of understanding was signed in 2011 between the Instituto Superior das Ciências do Trabalho e da Empresa—Instituto Universitário de Lisboa (ISCTE-IUL) and the EMCDDA, linked to the development of a summer school on 'Drugs in Europe: supply, demand and public policies'. The event, which took place between 2 and 13 July 2012 at ISCTE-IUL in Lisbon, gave students (both undergraduate and graduate), researchers, professionals and administrators interested or working in the drugs field, a multidisciplinary approach to the study of the drug problem in Europe.

A session at the summer school co-organised with ISCTE-IUL in Lisbon in July

The summer school was attended by 32 students from 12 EU countries, who were mainly motivated to participate by professional or academic interest in the area of drugs. The lectures were delivered by 27 EMCDDA scientific staff and four ISCTE lecturers.

Results from the first summer school:

- Out of the 32 students, 28 underwent the final evaluation and were awarded attendance certificates and six European Credit Transfer and Accumulation System (ECTS) credits;
- 95 % of the students replying to the evaluation questionnaire agreed that the summer school had been well organised and more than 90 % agreed that the summer school had met their expectations.

A second summer school is planned for the summer of 2013.

Supporting scientific knowledge and research (library and documentation services)

Tailored information was proactively distributed to EMCDDA staff, and literature searches were carried out to support projects. The library received 437 individual requests during the year. 1193 items were added to our in-house catalogue in 2012.

Regular bulletins on broader topics (co-morbidity, treatment, infectious diseases and prisons) were distributed every two weeks, both to EMCDDA staff and to interested external users (23 bulletins for each topic through the year).

Networking with other libraries and librarians to exchange experience and share best practices was done during the Eurolib meeting (Brussels, April) and the Science Health and Environment Cooperation area (SHECA) group of libraries meeting in Ireland.

Governance, management and networks (Main area 10)

The core objective for this area was to continue to ensure that the EMCDDA performs the tasks set out in its Regulation and the 2010–12 strategy and work programme in the most cost-effective way.

Governance

Management Board—main decisions

The Management Board met twice during the year, on 5–6 July and 6–7 December.

The key decision taken by the Management Board at the July meeting was the adoption of a new three-year strategy and work programme for the years 2013–2015 (see below).

The Management Board gave a favourable opinion on the final accounts for 2011. The preliminary observations of the European Court of Auditors on the Centre's annual accounts for the 2011 financial year were also very positive.

The Management Board endorsed the measures taken and the follow-up approach proposed by the EMCDDA, based on the recommendations of the final report of the Internal Audit Service (IAS). Revised EMCDDA rules for the processing of personal data by EC institutions and bodies and on the free movement of such data were adopted at the meeting.

The Board gave the Director the mandate to sign the Memorandum of Understanding between the EMCDDA and the Ministry of Health of the Republic of Moldova.

The final report of the external evaluation of the EMCDDA (2007–12), was presented to the Board and discussed, and a follow-up document prepared by the Director was adopted.

The EMCDDA's 2013 budget and work programme were key points on the agenda at the December meeting with the Board approving the latter. A budget of EUR 16 057 482 for 2013 (27 Member States, Norway and Turkey) was adopted on the basis of an EU subsidy of EUR 15 550 000.

The Board gave the Director the mandate to negotiate a cooperation agreement between the agency and Israel, and discussed the procedures for the selection and appointment of the Scientific Committee for the period 2014–16.

The Management Board took note of the key elements of the agency's staff policy plan for the years 2014–16 and at both meetings the Director presented his external activities. In December, he also gave an overview of the implementation of the epidemiological KIs in Europe, and reported on recent developments in international cooperation with third countries, international organisations and EU agencies.

The Management Board re-elected João Goulão (Portugal) as Chairman and Claude Gillard (Belgium) as Vice-Chairman, for a second three-year term, until December 2015.

MEETINGS OF THE MANAGEMENT BOARD		
5–6 July	Lisbon	45th meeting of the Board
6–7 December	Lisbon	46th meeting of the Board

Executive Committee—main decisions

In 2012, the Executive Committee met four times (see box below).

At its May meeting, the Executive Committee commented on the draft documents prepared for the subsequent Management Board meeting in July.

The Executive Committee adopted, on behalf of the Management Board, general provisions for giving effect to the staff regulations on building and sustaining a working culture based on dignity and respect.

At its July meeting, the Executive Committee prepared for the Management Board meeting the next day. The Budget Committee and Executive Committee congratulated the Director and the accountant on the annual accounts for the financial year 2011.

At its October meeting, the Executive Committee decided, following the recommendation of the Budget Committee, to launch a written procedure for the adoption of the amending budget to the 2012 budget by the Management Board, in order to be able to reallocate resources without delay.

On the morning of 6 December, the Executive Committee prepared for the Management Board meeting starting the next day.

The Chair of the Budget Committee reported the conclusions of the aforementioned committee at the start of each meeting.

MEETINGS OF THE EXECUTIVE COMMITTEE	
16 May	Lisbon
4 July	Lisbon
12 October	Lisbon
6 December	Lisbon

Scientific Committee

The Scientific Committee convened for regular meetings twice during 2012 (see box below).

Special sessions during the meetings were devoted to the Scientific Committee's contribution to the HDG's annual dialogue on research (see Main area 7) and the new EMCDDA integrated communication strategy. One of the highlights of the May meeting were breakout sessions on each main area of scientific work. These allowed for an open exchange of ideas between the Scientific Committee members and EMCDDA staff and contributed to the formulation of the formal opinion on the 2015–13 work programme, which was consequently adopted by the Scientific Committee.

The extended Scientific Committee also conducted the risk assessment for 4-methylamphetamine on 16 November, in conjunction with the regular Scientific Committee meeting (see Main area 5).

Scientific Committee members peer reviewed the following EMCDDA publications: *Models of addiction* (Insights series), *Social reintegration and employment: evidence and interventions for drug users in treatment* (Insights series), *Cannabis production and markets in Europe* (Insights series), *Drug-related research in Europe: recent developments and future perspectives* (Thematic paper), *Monitoring the uptake of HCV treatment among IDUs in Europe*, National drug policy profiles (PL and IE), *Therapeutic communities in Europe* (Insights series) and *Systematic review of studies on multidimensional family therapy for cannabis use and dependence among young people.*

In addition, the Scientific Committee made a significant contribution to the organisation of the Scientific paper award (see Main area 7).

MEETINGS OF THE SCIENTIFIC COMMITTEE		
10–11 May	Lisbon	36th meeting of the Committee
15–16 November	Lisbon	37th meeting of the Committee

External evaluation of the EMCDDA

The third external evaluation of the EMCDDA was finalised in 2012. The evaluation was carried out by the Centre for Strategy & Evaluation Services (CSES) for the EC to assess the relevance, coherence, efficiency, effectiveness, utility and added value of the EMCDDA's performance since 2007 and to help with the preparation of the next programming period.

The exercise started in September 2011 and a draft final report was submitted in February 2012, followed by the final report in June 2012.

EVALUATION OF THE EMCDDA'S ACTIVITIES FROM 2007–12

The report concluded that 'Overall the EMCDDA has performed well during the 2007–12 period in its mission of providing the EU and Member States with factual, objective, reliable and comparable information at the European level on drugs and drug addiction and their consequences'.

The report is available at the following address:
http://www.emcdda.europa.eu/html.cfm/index184823EN.html

As a result of this exercise, 15 recommendations were made, covering both core business and support areas. There was a strong correlation between these recommendations and the specific objectives set in the agency's 2013–15 work programme. The two exercises were complementary, and where possible the issues emerging from the evaluation were taken into account in the work programme (see section on Strategic planning, monitoring and reporting below).

The final external evaluation report was presented to the Management Board at its July meeting, where it also adopted the action plan to follow up the recommendations prepared by key agency staff.

Management

Management in the agency was the responsibility of the Director supported by his team of managers. Monthly Heads of unit meetings were organised throughout the year. These meetings are the agency's main managerial forum, addressing both strategic and operational issues. In addition, the activity of the Coordination group continued in 2012. The group met 18 times to support the Heads of unit meetings.

EMCDDA Director—main activities in 2012

Through his external activities with EU institutions and bodies, EU Member States, non-EU countries and third country organisations, the Director helped enhance the agency's visibility and credibility by building and strengthening partnerships.

EU institutions

The Director's key action in the European Parliament was the presentation of the 2012 *Annual report on the state of the drugs problem in Europe* to the LIBE Committee in November where he also shared the preliminary results of the agency's media coverage in 2012 along with its main strategic directions for the next three years. In the preceding spring, the Director welcomed a group of Danish MEPs and ex-MEPs to the EMCDDA's headquarters.

The key event in relations with the Council of the EU was the presentation of the Annual report to the Ministers of Justice at the Justice and Home Affairs Council prior to its public launch. Mr Götz also attended the National Drug Coordinators' meeting under the aegis of the Danish presidency in June.

As regards relations with the EC, during 2012 Mr Götz welcomed the Home Affairs Commissioner, Cecilia Malmström, to our offices when she took part in the press conference held to mark the launch of the Annual report. In March, Mr Götz met Commissioner Malmström in Brussels, as well as Mr Manservisi, Director General of DG Home, Mr Reinhard Priebe, Director for Internal Security at DG Home and Mr Rob Wainwright, Director of Europol, to discuss the outline of the joint EMCDDA–Europol report on drug markets in Europe. In October, Mr Götz had meetings in Brussels with Mr Ian Vollbracht (Cabinet of Commissioner Malmström), Mr Richard Szostak (Cabinet of Commissioner Reding), Ms Lotte Knudsen, Director of the Criminal Justice Directorate in DG Justice, Mr Reinhard Priebe, Director for Internal Security at DG Home and Ms Dana Spinant, Head of the Anti-Drugs Coordination Unit. Furthermore, the Director made a keynote address at the second European conference on drug supply indicators in November.

Mr Götz also met with representatives of the European Court of Auditors as well as of the IAS when they came to our offices to perform auditing tasks.

EU agencies

Mr Götz attended meetings of the Heads of all EU agencies and the Heads of the JHA agencies, as well as the second meeting of the Directors of Home Affairs agencies (Europol, EMCDDA, CEPOL, the European Asylum Support Office (EASO) and Frontex) with Mr Manservisi, Director General of DG Home of the European Commission.

Directors Wolfgang Götz and Guido Rasi at the signing of the amended working agreement between the EMCDDA and EMA

In the area of bilateral contacts with EU agencies, Mr Götz welcomed the Director of Europol and the Executive Director of the EMA to our headquarters. The latter (Mr Guido Rasi) signed an amended working agreement between his agency and the EMCDDA. In September, Mr Götz met with Mr Markku Mylly, the new Executive Director of the European Maritime Safety Agency (EMSA), also based in Lisbon.

Relations with EU Member States

To consolidate relations with authorities in the EMCDDA's host county, the Director welcomed Dr Fernando Leal da Costa, the Portuguese Secretary of State for Health and Dr João Goulão, National Drugs Coordinator, to give an advance presentation of our Annual report. Mr Götz also presented the report to the Portuguese Parliament in December. He also welcomed a delegation from the Portuguese Parliament's Health Committee Working Group on Alcohol and Drug Addiction to our offices.

The Director met the Secretary General of the Ministry of Foreign Affairs to discuss issues related to the EMCDDA's premises. Similarly, the Director invited the Mayor of Lisbon, Mr António Costa, and the Deputy Mayor of Lisbon, Mr Manuel Salgado, to a working lunch at the EMCDDA to discuss various issues related to the agency's seat in Lisbon.

The Director also welcomed Mr Joachim Herrmann from the Bavarian Ministry of the Interior, and a Bavarian delegation to our offices.

Finally, as in previous years, the Director welcomed the ambassadors stationed in Lisbon, as well as representatives of the Portuguese authorities, to a reception held in the EMCDDA's premises to mark the International Day against Drug Abuse and Illicit Trafficking (26 June). Mr Götz also held bilateral meetings throughout the year with several ambassadors of EU Member States posted to Lisbon and attended a number of receptions held to mark national days at the embassies of EU Member States.

Relations with non-EU countries

Following the Management Board's mandate, the Director signed a Memorandum of Understanding between the EMCDDA and the health authorities of the Republic of Moldova in Chisinau in July. During this mission, the Director met Mr Vladimir Filat, Prime Minister, Mr Andrei Usatii, Minister of Health, Mr Alexei Roibu, Minister of Internal Affairs, and Ms Natalia Gherman, Deputy Minister of Foreign Affairs and European Integration.

Concerning other countries, the Director also met with Viktor Ivanov, Director of the Federal Drug Control Service of the Russian Federation (FDCS) in Moscow in July. He also welcomed a delegation of the Joint Interagency Task Force South (JIATFS) of the United States headed by its Director, Rear Admiral Michel, in October. Mr Götz opened the meeting with a high-level delegation of the National Narcotics Board of Indonesia during their study visit to Portugal in September. Finally, the Director welcomed to the EMCDDA headquarters the ambassadors to Portugal of Peru and Tunisia.

Other organisations and bodies

In May, Mr Götz signed the EMCDDA–UNODC work programme for 2012–14 at the UNODC Headquarters in Vienna and attended the 55th session of the Commission on Narcotic Drugs, organised by the latter in March.

The Director also met with Ms Zsuzsanna Jakab, WHO Regional Director for Europe in June.

Mr Götz also welcomed Mr Raymond Yans, President of the United Nations International Narcotics Control Board (INCB), to the EMCDDA headquarters in June.

The Director attended the 'Global forum on combating illicit drug trafficking and related threats', organised by WCO in January, as keynote speaker at the opening session. He also took part in the first Global Agenda Council on Organised Crime (GACOC) meeting in October (via video conference).

In the framework of the annual meeting of the International Society of Addiction Journal Editors (ISAJE), held at the EMCDDA headquarters, Mr Götz welcomed the members of the society at the start of the event. On the fringes, the EMCDDA's Scientific paper award ceremony was held in the presence of the Director.

The European Masters in Drug and Alcohol Studies (EMDAS) graduation ceremony took place at the EMCDDA in September. The Director opened the ceremony and also presented the graduates with their diplomas.

Data protection activities

Implementation of data protection activities was carried out throughout the year, in order to ensure compliance with the rules applicable to EU bodies (Regulation (EC) 45/2001). Efforts to improve internal communication on data protection issues also increased, and the 2011 Data Protection Officer's (DPO's) activity report was disseminated to all staff. In addition, a presentation on data protection was delivered to all staff on European Data Protection Day (28 January).

Furthermore, the DPO was consulted and provided his input to several internal policy documents.

Collaboration with the host Member State

As the host country, Portugal is a Member State to which the EMCDDA pays particular attention in order to continuously improve collaboration with its authorities, namely with the Parliament, Government and Presidency of the Portuguese Republic. In 2012, contacts were fully operational with the Secretary of State for Health, the Health

Committee of the Portuguese Parliament, namely the members of the Alcohol and Drugs Task force, whose delegation visited the EMCDDA in April, and the authorities of the Madeira region in the preparation of regional regulation on new drugs, to name but a few. One of our local highlights was the presentation by the Director of the Annual report to the Portuguese parliament.

External visitors to the EMCDDA

In 2012, the EMCDDA staff coordinated or organised 39 visits by external parties, involving more than 200 visitors.

Visits to our offices, which have increased significantly over the past few years, underpin the EMCDDA in its role as an information agency and the 'reference point on drugs in Europe'. Such visits offer an invaluable opportunity to connect with key audiences. Tailored presentations and information packs have proved effective and resource efficient, and generally achieved a high level of satisfaction among visitors.

Some visits aimed to improve the visitors' understanding of the EMCDDA's mandate and activities. Such groups included young lawyers from Germany, student journalists from the Netherlands, pharmacists from France and North American and European students participating in an exchange programme at the 'Universidade Nova' in Lisbon.

Other visits focused more on discussions on possible cooperation and an exchange of technical knowledge in specific areas. High-level representatives from international organisations, such as the President and Deputy Secretary of the United Nations International Narcotics Control Board (INCB), the Director of the United Nations Interregional Crime and Justice Research Institute (UNICRI) and the Director of the Joint Inter-Agency Task Force South from the United States (JITFS–USA), also visited the agency.

Among third countries, we should mention visits of a delegation of the National Narcotics Board from Indonesia and a parliamentary delegation from Minas Gerais, Brazil.

Strategic planning, monitoring and reporting

The *General report of activities* 2011 was prepared and published online on 15 June 2012 ([34]), as required by the agency's recast Regulation. The recommendations made by the Internal Audit Service (IAS) of the EC, following its 2011 mission 'Annual activity report and building blocks of assurance' were taken on board in order to improve the content of the report.

A new initiative in 2012 was the launch of the communication product *2011: a year in review* containing highlights from the EMCDDA's *General report of activities* ([35]). This short information leaflet was released on World Drugs Day and disseminated at the event organised by the EMCDDA to mark the occasion.

([34]) Available at http://www.emcdda.europa.eu/publications/general-report-of-activities/2011
([35]) Available at http://www.emcdda.europa.eu/publications/general-report-of-activities/2011-highlights

In terms of planning, the year culminated with the completion of the EMCDDA 2013–15 strategy and work programme. The document, which sets the direction for our work over the next three years, was adopted by the Management Board at its July meeting ([36]).

THE EMCDDA'S WORK PROGRAMME: 2013–15

Three top-level commitments will underpin the EMCDDA's work in this period:

- a focus on providing a relevant, timely and responsive analysis of the drug situation;
- ensuring efficiency and maximum value are derived from its activities; and
- delivering strong communication and customer-oriented outputs.

To underpin the agency's future activities, we launched internal and external reviews with key institutional partners and stakeholders (EC, Scientific Committee, Reitox community), other EU agencies and international organisations, along with a public web consultation.

The 2013 work programme was also developed and adopted by the Management Board. As the first annual work programme in the EMCDDA's new strategy for the 2013–15 period, the document identifies our main challenges: to continue to deliver high-quality analyses on established topics while increasing work in less developed, but strategically important, areas.

In terms of monitoring, the 2012 mid-year monitoring exercise was conducted and disseminated as planned.

Internal control systems and risk management

As in previous years, all financial operations submitted were verified (and corrected when necessary). In order to improve financial management, financial circuits were clearly defined, along with the roles and duties of staff involved. This included authorisations to access the ABAC system, including back-up arrangements. Manuals of procedures, including checklists, were adopted and implemented. Ex-post control exercises were conducted in specific areas of expenditure. Incidents of non-compliance with the Financial Regulation were recorded centrally. Deadlines for making payments were respected and recommendations arising from audits were duly implemented (see also Part II—Management and internal control systems).

Reitox network

As in previous years, two meetings of the HFPs took place, from 31 May–1 June and 28–30 November. The revision of the format of these meetings continued, to allow for more content-related debates. Decision-making structures and procedures were further clarified and adopted at the November HFP meeting, thus enabling more interactive, participative and thematic discussions.

Furthermore, the first Reitox week was organised in May. Part of the event was open to IPA and ENP countries (see Main area 8). The meeting provided a unique opportunity for knowledge transfer and experience exchange between IPA and ENP countries and the

([36]) Available at http://www.emcdda.europa.eu/publications/work-programmes/2013–15

Reitox network member countries. In total, participants from 44 countries attended the Reitox week.

MEETINGS OF THE REITOX NETWORK		
29–30 May	Lisbon	First Reitox week
31 May–1 June	Lisbon	46th Reitox meeting of heads of focal points
28–30 November	Lisbon	47th Reitox meeting of heads of focal points

The system developed to support the management of the Reitox grants (Hermes) was fully operational in 2012 and used to manage all 27 grant agreements with EU Member States.

On-site institutional support was provided (upon request) in order to improve data collection and reporting in the Member States.

In addition, four Reitox Academies were organised during the year (see Main areas 1 and 2), as follows:

- Reitox National Academy 'Implementation of Treatment Demand Indicator 3.0', Slovenia (June). The objective of the meeting was to discuss how to align the national TDI collection system with the new TDI data collection protocol.
- Baltic Reitox Academy 'Monitoring and Evaluation and National Drug Strategies', Latvia (October). Participants included 12 experts from Estonia, Latvia, Lithuania and Poland. The academy aimed to discuss plans for the evaluation of national drug strategies in each country and to gain a better understanding of how to organise evaluations.
- National Reitox Academy 'National Reporting', Slovenia (December), arranged at the request of the Ministry of Health of Slovenia. The main objective of the academy was to improve the quality of the Slovenian national report in the future.
- National Reitox Academy 'Drug Policy', Austria (December), in cooperation with the Austrian NFP and 12 national experts. The objective of the academy was to discuss different drug policy models in Europe.

Furthermore, at the request of the Czech National Drug Coordinator, the EMCDDA supported the participation of two experts in the 'Conference on Drug Policy—Coordination and Funding' in Prague in November.

The EMCDDA continued to support national activities aimed at establishing or strengthening national drug observatories, based on its handbook on the topic and through the development of specific training materials. Presentations were delivered in five IPA beneficiary countries (see Main area 8) and a training session for Italian regional drug monitoring coordinators was organised by the NFP in Rome in April.

For the detailed list of events, including technical assistance missions, please see Annex 4.

In order to give more visibility to Reitox developments at European and national level, the information brochure *The Reitox network: frequently asked questions* was published in English and Russian in February ([37]). It provides answers to the most commonly asked questions on the Reitox network and, more broadly, on national drug observatories

([37]) Available at http://www.emcdda.europa.eu/publications/brochures/rtxfaq

(NDOs). This product is a reference tool for both EU Member States and countries further afield on the network regarding its members, its role and its development.

Two working groups ('Project factory' and 'Research forum') were organised during the Reitox week, as part of the initiative to build new projects and activities. A third working group 'Added value actions' will start in 2013.

A pilot project of Reitox focus groups in the EU Member States was launched in 2012, with the overarching aim of empowering NFPs in their capacity as information and advisory services providers (dissemination points) to professionals working in drug demand and harm reduction institutions. A concept note and guidelines were presented to the NFPs at the Reitox week and 58 participants attended the session 'Moderation of the Focus Groups' held in May. By end of 2012, six countries (Greece, Ireland, Malta, Austria, Poland and Slovenia) had implemented focus groups initiatives. The experience of four countries (Greece, Ireland, Malta, Poland) was shared at the special session of the Reitox HFPs meeting in November 2012.

Administration and supporting core business (Main area 11)

In 2012, administration and supporting core business activities focused on consolidating ongoing work and developing initiatives started in previous years. An underlying concern was the need to seek further optimisation of resources, including through the development and use of new IT tools and solutions.

Main highlights and achievements from the area

Human resources

One of the highlights in the human resources (HR) area in 2012 was the staff satisfaction survey. This aimed to identify areas for improvement and support the definition of HR priorities and actions. The results of the survey were presented to staff and a follow-up action plan was prepared, to be implemented in 2013–14.

With a view to ensuring transparency in the implementation of HR procedures, 50 internal communications were sent to the staff during the year on issues including new procedures and policies, Director's decisions and rights and entitlements. The HR intranet portal was also updated regularly.

All posts in the agency's establishment plan were filled, according to available budget. Individual training plans were set during the annual staff performance appraisal exercise and training was delivered in line with the available resources.

TRAINING PROVIDED IN 2012	
Total number of training days	336
Training courses per staff member (average)	1.8
Training days per staff member (average)	3.2

The E-recruitment project moved forward in 2012 and the application developed in 2011 was launched. The project is expected to be rolled out in 2013.

The HR database, which became fully operational in 2011, was further developed. This included several new options and increased usability.

The EMCDDA continued to contribute actively to discussions on how to improve and simplify the staff regulations, namely by leading two working groups compiling the views of EU decentralised agencies on the matter.

Financial management

In order to ensure efficient and effective budget implementation, an action plan with 46 measures was adopted at the beginning of the year, and 39 out of the 46 measures (85 %) were implemented by the end of the year, which contributed to the highest budget execution rate ever achieved by the agency (see below).

In the area of procurement, during the year tendering procedures were rationalised, with a view to reducing the number of negotiated procedures and increasing the number of open procedures and the use of framework contracts ([38]). The results are presented in the table below.

TENDERING	2012 FIGURES
Negotiated procedures—disp. Art. 126 (exceptional procedures)	–29 %
Negotiated procedures—single tender	–22 %
Open procedures	+75 %
EC frameworks joined	+67 %
New framework contracts launched	+88 %

Budget and accounting (including budget planning, monitoring and reporting)

As previously mentioned, the EMCDDA achieved an outstandingly efficient management of its budget (execution rate) in 2012, as follows:

Commitments	99.74 %
Payments made	98.5 %
Consumption of 2011 (C8) credits ([39])	94.4 %

This impressive budget execution rate was only possible due to the efforts of all staff involved, across all core business and support areas. New analytical financial reports helped provide a better overview of budget execution in a timely manner.

([38]) 224 calls for tender (seven open procedures (Official Journal); nine negotiated procedures with at least five candidates; 22 negotiated procedures with at least three candidates; 181 negotiated procedures with a single tenderer (below EUR 5 000); five negotiated procedures—disp. Art. 126; 124 other contracting processes (27 grants, 92 order forms—framework contracts, five EC Framework contracts joined).

([39]) C8 credits: open commitments carried forward from the previous year.

Similarly, the 2013 budget and a preliminary draft budget for 2014 were adopted by the EMCDDA Management Board.

Infrastructure and logistics

Basic (life support) training backed by the Staff Committee was provided to 19 members of staff. Happily, no work-related accidents were reported in 2012.

Extra security rules and procedures were implemented in 2012, including the revision and endorsement of the security rulebook and the annual security risk assessment exercise. Utility costs were reduced by 5.4 % (compared with the 2010 benchmark).

Information and communications technology (ICT)

Fonte and the Drugs Data Warehouse are key applications supporting the agency's data collection, validation and analysis. These were adjusted to respond to the needs of the 2012 work plan (see Main area 1).

New instruments and support were provided to the Internet 'snapshot' in January 2012 (see Main area 5).

The requirements for web content management were reviewed and a roadmap established to replace the existing application framework with an off-the-shelf solution (see Main area 9).

The ICT Steering Committee had a key role in defining priorities in this area. The group met twice during the year. At its first meeting, priorities for 2013 were discussed as part of the 2013 work programme and the mid-year monitoring exercise. These priorities were further refined at the second meeting to reflect available budget. The ICT project management standard was formally adopted by the committee. It aims to increase internal stakeholder commitment to business projects (see Main area 10).

Several follow-up actions, arising from the findings of the ICT self-assessment exercise on risks, were implemented. These include creating strong back-up staff to ensure knowledge sharing, involving the ICT Steering Committee in planning contributions to work programmes and applying better mechanisms to avoid uncontrolled changes in applications.

The infrastructure of the office servers was improved and consolidated, particularly in the area of file sharing. Various actions to guarantee business continuity were also implemented.

II

PART II

Management and internal control systems: annual activity report as per the Financial Regulation applicable to the EMCDDA (adopted by the EMCDDA's Management Board on 9 January 2009)

5

CHAPTER 5

Characteristics and nature of EMCDDA management and internal control systems

In accordance with the Financial Regulation applicable to the EMCDDA, which includes the text of the EC's Framework Financial Regulation no 2343/2002 ([40]), the EMCDDA has set its internal procedures for budget execution and internal control, while defining and implementing a partially decentralised management model.

As a consequence, both operational and financial decisions required for the implementation of the EMCDDA's work programme and budget have been delegated to the Heads of unit/Scientific Director (deputy authorised officers). The Administration unit provides support to managers.

These procedures have been codified and all of the EMCDDA's deputy authorised officers have received specific training and information on their role, duties and liability, in accordance with the provisions of the financial and staff regulations.

The key actors and steps in the EMCDDA procedures for budget execution can be summarised as follows:

- Project manager: initiative and operational input for administrative and financial operations related to project implementation (technical specifications for tendering procedures, cost estimate, 'certified correct' for payments);
- Financial management team: financial and contractual support officers help prepare the administrative and contracting supporting documents with the project manager concerned;
- Budget planning and monitoring team: checks consistency with work programme and budget allocations;
- Financial management team: initiating officers carry out operations in the EMCDDA's ABAC electronic management and accounting system, prior to the decision of the authorising officer;
- Directorate: the verifying officer carries out *ex ante* checks;
- Head of unit/Head of scientific division: gives authorisation of budgetary and legal operations, acting as deputy authorising officer by delegation (from the Director as EMCDDA authorising officer) for the execution of the tasks/activities of his/her unit, within the limits of the adopted EMCDDA annual work programme and budget;
- Accountant: makes the required financial transactions.

([40]) As last amended by Commission Regulation (EC, EURATOM) No 652/2008.

The procedures presented above are consistent with the EMCDDA's project-based working methods and in accordance with the activity-based management/activity-based budgeting principles. In this context, the EMCDDA has established procedures for planning, monitoring and reporting, with a clear indication of the actors involved and their roles and responsibilities.

Following the adoption of the new 'Operating framework for the Reitox system' in January 2003, a new grant agreement model was introduced for the annual co-financing of activities by the Reitox NFPs. This agreement requires an external audit each year by an independent body or expert in order to certify that the financial documents submitted to the EMCDDA comply with the financial provisions of the agreement, that the costs declared are the actual costs and that all receipts have been declared.

The EMCDDA is currently subject to the following checks and controls:

- External audit by the European Court of Auditors (twice a year);
- Discharge by the European Parliament (once a year);
- Internal audit by the EC's IAS (once a year);
- Opinion of the EC's services on the agency's staff policy plan (once a year);
- Periodic external evaluation (set as every six years in the EMCDDA's Founding Regulation);
- Agreement by the EC on implementing rules to staff regulations (for each rule);
- EC consent on possible deviation of EMCDDA Financial Regulation from EC's Framework Financial Regulation for decentralised agencies;
- The European Data Protection Supervisor for compliance with Regulation 45/2001 (by prior notification and upon complaint);
- The European Anti-Fraud Office (upon complaint);
- The Ombudsman (upon complaint); and
- Civil Service Tribunal—Court of First Instance—European Court of Justice (upon complaint).

6

CHAPTER 6
Assessment and improvement of management and internal control systems

Key features of the EMCDDA's partially decentralised management model

Actors/level of operations	Role/operations
Decentralised level (operational and technical units)	Operational initiative/input and operational and financial decisions by delegation in order to implement the work programme and budget
Central level (Directorate and Administration unit)	Coordination and management of executive planning, monitoring, reporting and assessment of the implementation of the work plan and budget Administrative and financial support, management and control of implementation

Key actors and processes for the execution of the EMCDDA Work programme and budget

Level of operations	Actors	Role/operations
Decentralised level (operational and technical units)	Project manager and Head of unit/Head of scientific division concerned	Initiative and operational input for the operations required to implement projects
Central level (Administration unit)	Budget planning and monitoring team	Checks operations adhere to adopted work plan and budget. Budgetary appropriations to be committed are set aside
	Human resources management team	Defines rights and checks compliance with staff regulations for staff-related management and expenditure
	Financial management team	Prepares the required administrative and legal supporting documents and checks compliance with applicable regulations. Processes the required ABAC operations
Central level (Directorate)	Verifying officer	*Ex ante* verification
Decentralised level (operational and technical units)	Head of unit/deputy authorising officer	Authorises budgetary and legal commitments and payments
Central level (Administration unit)	Accounting officer	Executes and records payments and recovery orders

In 2012, following the observations and recommendations made by the European Court of Auditors and the EU Budget Authority and audits by the IAS, the EMCDDA implemented measures to improve its management and internal control systems as follows.

Measures taken in the light of the observations and comments accompanying the Decision on the discharge for 2010

Each year the European Parliament gives a discharge to allow the agency to close its accounts for a particular year. In 2012, the EMCDDA received the discharge for 2010. Below are the measures taken by the agency to address issues raised by this discharge.

Budget and financial management

Following comments received on the 2010 discharge, the EMCDDA took a series of measures in 2012 to improve the payment rate of appropriations in budget Title III (projects and operational activities). These measures include: better systems for processing payments of instalments to Reitox NFPs (co-financing); better planning and earlier implementation of procurement and contracting operations for external technical studies and surveys; and improved reporting processes and tools for monitoring budget execution.

As a result, the execution rate for payments was 99.73 % (Title III projects and operational activities).

Carryover appropriations

Following the measures put in place to reduce appropriations carried forward, the appropriations carried forward from 2011 to 2012 amounted to EUR 266 119: 26 percentage points lower than the previous exercise.

Furthermore, in 2012, the EMCDDA reviewed its internal processes to ensure that EMCDDA deputy authorising officers decommited open balances of pending commitments without delay, and outstanding commitments which did not relate to legal obligations were decommitted before the end of the year.

As a result, according to the EMCDDA provisional accounts concerning 2012 budget execution, the appropriations carried forward from 2012 to 2013 amount to EUR 222 758: 16 percentage points lower than the previous exercise.

Accounting system

The EMCDDA's revised activity-based management and cost-based accounting system entered into full production phase in June 2011, following the inclusion in this system of the data concerning the transactions carried out during the first part of 2011.

Public procurement

As referred to above, the EMCDDA implemented measures which have improved the planning and execution of procurement and contracting operations for external technical studies and surveys, namely by cutting the time needed for such operations and a speedier payment system.

Performance

Since 2011, the structure of the EMCDDA's *General report of activities* has been adjusted to better mirror the EMCDDA's work programme and the EMCDDA's activity-based budgeting system has been further aligned with the organisational structure of the agency.

The new EMCDDA communication strategy prioritises the development of web products as a means of disseminating the agency's outputs; it also envisages a deeper cooperation with the Reitox network for the purposes of information dissemination in national languages.

Risk assessment

The EMCDDA has put in place a central risk register as well as a sector register for risks related to ICT, which have been updated regularly. The IAS was provided with this information and documentation.

Internal audit

With regard to the IAS 2010 annual audit focusing on 'Management of outputs for external communication', the new EMCDDA communication strategy sets out the main EMCDDA stakeholders and target groups and envisages a remapping exercise of the stakeholders, their needs and expectations. This strategy is fully in line with the EMCDDA 2013–15 three-year work programme as well as with the annual work programme for 2013.

The EMCDDA has implemented all recommendations resulting from the internal audit on 'grant management' performed by the IAS in 2009; the IAS therefore considers the implementation of the relevant action plan closed.

Concerning the audit performed by the IAS in 2008, on the 'preparedness for the move' into the agency's new headquarters, two of the 'very important' recommendations relate to the development of a business continuity plan, an issue that clearly goes beyond the scope of the move itself.

In this context, the EMCDDA took a series of measures to cope with specific risks to business continuity relating to administrative and ICT processes, which can be summarised as follows:

- Several key ICT work processes and procedures were documented to prevent delayed or unsatisfactory responses in case of emergencies or disaster;
- A system to restore the corporate database was set up;
- An audit of the Fonte application was performed in March 2011; the results will help with implementing swift replies in the event of disaster;

- Configuration audits in specific areas and systems were carried out;
- A definitive software library (DSL) has been set up to regulate all changes in software owned by the EMCDDA;
- A version of the EMCDDA website was placed and hosted in the former EMCDDA headquarters;
- Procurement processes were implemented for the provision of specific services for assistance in case of disaster, to reinforce the capacity of EMCDDA ICT staff;
- Plans for service continuity and disaster recovery were developed;
- An external facility for backup storage was established.

Further to these measures, the definition of the framework for a fully fledged business continuity plan is at an advanced stage of preparation and work will continue in 2013. Priority will be given to operations supporting the EMCDDA's core activities.

With regard to the remaining 'very important' recommendation resulting from the IAS's 2008 audit ('precaution against damage from floods'), the main responsibility here lies with the owner of the EMCDDA's premises, the Lisbon Port Authority. The EMCDDA has repeatedly contacted the Authority to stress the need to carry out work to increase the premises' protection from flooding. Meanwhile, within the remit of its responsibility, the EMCDDA has taken out, as a precautionary measure, specific insurance to cover the risk of damage resulting from possible flooding.

Measures taken in the light of the observations and recommendations expressed by the Internal Audit Service of the European Commission

The IAS did not carry out the planned annual audit for 2012 on 'Budgeting and Monitoring': this took place in February 2013.

The actions resulting from the most relevant recommendations emerging from the 2011 annual audit on 'Annual activity reporting and building blocks of assurance' (namely the inclusion of the Management Board's analysis and an assessment of the Authorising Officer's Annual Report, and the correction of erroneous wording in the declaration signed by the Authorising Officer) were reported in the 2011 *General report of activities*.

The status of the 'important' recommendations issued by the IAS following the 2011 annual audit can be summarised as follows:

- Work is in progress to strengthen the EMCDDA performance monitoring system, notably to establish a set of key performance indicators;
- Improvements in the presentation of the use made of resources were described in the 2011 *General report of activities*; including more detailed breakdowns of resource use by internal orders within units and specification of how human resources have been assigned across operations and how objectives and activities have been implemented;
- The policy and procedures on reporting of exceptions have been modified in order to take account of exceptions other than those relating to financial rules, while clarifying the types of situations concerned and the role of the actors involved in the process.

Measures taken in order to improve the risk assessment and management system as a whole

As in previous years, a comprehensive risk identification and assessment exercise aimed at improving risk management continued. The central risk register was kept updated along with a sector risk register maintained by the IT unit. The latter was the cornerstone for the elaboration of an action plan aimed at contributing improvements in certain key areas. Risk analysis has been a continuous exercise at the EMCDDA, although at the stage of preparation of annual work programmes risk managers performed a more systematic review.

Concerning operational risks, in 2012 a private company continued making unauthorised use of several EMCDDA publications. As similar violations of copyright were experienced by a number of other EU institutions and agencies, the EU Publications Office notified the firm concerned of its unlawful behaviour and demanded it cease immediately in 2011. This seems to have only partially succeeded: the company no longer sells EMCDDA publications produced after 2011 but continues to sell earlier publications via its online catalogue.

There were no other risks associated with operations in 2012, due to a set of risk-mitigating measures implemented throughout the year. Here it is worth mentioning action taken in the IT sector, since it covered both governance and technical issues: business continuity therefore was ensured without major incidents, in the framework of sound procurement procedures, adequate licensing and proper testing of applications. Along with the IT sector risk register, a risk management plan covering the period 2011–12 was established. This plan outlines 11 areas to be managed and identifies for each area the estimated risk level, the controls to be put in place and the list of the ongoing programmes and projects that will contribute to the risk reduction activities.

The Coordination Group work also helped strengthen risk management procedures to the extent that it enhanced the capacity of Heads of unit and other key staff to closely monitor all major issues linked to the implementation of core activities, timely achievement of results and delivery of outputs.

In 2012, a comprehensive document reviewing and laying down the state of play of implementation of the Centre's Internal Control Standards (ICS) reached the final stage; this document should have been launched for a final round of internal consultations by mid-February 2013. Three main areas where implementation of the EMCDDA ICS should be improved have been identified, namely (in order of priority): business continuity; governance in IT, particularly as regards project management; and monitoring of performance supported by key performance indicators.

In addition, the IAS 2012 visit highlighted weaknesses in support processes in line with those drawn from the review of the state of implementation of the EMCDDA ICS described above. This fact has provided additional assurance to management that risk identification and assessments have been properly carried out across the agency—a crucial requirement for sound risk management.

Measures taken in the light of the observations and recommendations expressed by the European Court of Auditors

The EMCDDA has reviewed its internal process to ensure that, as far as possible, outstanding commitments which do not relate to legal obligations are decommitted before the end of the year and as early as possible.

The procedure to define and manage possible carryover 2012/13 was adopted in line with the European Court of Auditors' recommendations.

In 2012, the appropriations carried forward automatically (Titles I and II) from 2012 to 2013 amounted to EUR 222 758, reflecting a reduction of 16 percentage points compared with the previous exercise.

In line with the Court of Auditors' observation and recommendation, the EMCDDA is making a concerted effort to dispose of the unused office space in its former headquarters and in the new buildings. To this end, specific initiatives have been instigated with both the EC and the relevant national authorities.

Concerning the space previously used by the Jacques Delors European Information Centre, the EMCDDA is trying to reach an agreement with the Portuguese state to ensure it respects the contractual obligations it has towards the agency, following failed talks with the Ministry of Foreign Affairs in the summer of 2012. To this end, the Director wrote to the Portuguese Prime Minister in October to ask for his intervention. More recently, the EMCDDA received a rental proposal from a shipping agency: at time of drafting this report negotiations were under way.

The EMCDDA Accounting Officer monitors changes to bank ratings in the EU each month, in close cooperation with the treasury unit of the EC (DG BUDG). The result is a risk assessment that will be periodically repeated in the future. Linked to this, the Centre has already taken measures to minimise risks arising from the current banking crisis by opening accounts in stable banks. In order to further reduce financial risk, the EMCDDA has streamlined its cash flow forecast and management and fine tuned the timing for requesting payment of the instalments of its EU subsidy.

7

CHAPTER 7

Declaration of assurance by Authorising Officer

I, the undersigned, Director of the European Monitoring Centre for Drugs and Drug Addiction

In my capacity as Authorising Officer

Declare that the information contained in this report gives a true and fair view ([1]).

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Done in Lisbon, on 29 May 2013

Wolfgang Götz
Director

([1]) True and fair in this context means a reliable, complete and correct view of the state of affairs in the service.

Management Board's analysis and assessment of the Authorising Officer's (Director's) *General Report of Activities* for the financial year 2012

The Management Board has analysed and assessed the Authorising Officer's (Director's) *General Report of Activities* for the financial year 2012, in accordance with Article 40(2) of the EMCDDA Financial Regulation.

The Management Board appreciates the results achieved by the Centre and notes in particular the following:

On the content of the report:

The EMCDDA made significant progress in the implementation of its work programme for most planned activities. Of particular note are the achievements in the following areas:

- Data management: ongoing improvements in the data validation processes in parallel with the substantial efforts to adjust work practices in order to meet the requirements of the new production cycle for the 2013 *European Drug Report*.
- Key epidemiological indicators: second in-depth assessment of the implementation of the KIs in the EU Member States, Norway, Croatia and Turkey, carried out in close collaboration with the NFPs, which revealed a satisfactory level of implementation overall, as compared with the situation in 2009.
- Demand reduction responses: release of two important topical reviews—*New heroin-assisted treatment* and *Social reintegration and employment: evidence and interventions for drug users in treatment*—and the launch of the online harm reduction profiles, covering 30 countries.
- Supply and supply reduction interventions: the preparation of the first joint EMCDDA–Europol strategic analysis *EU Drug markets report*, requested by the EC, the launch of the in-depth topical overview *Cannabis production and markets in Europe* and the second European conference on supply indicators, co-organised by the EC and the EMCDDA.
- New trends and developments: the dynamic and increasingly challenging work of the EWS (73 new psychoactive substances formally notified in 2012); preparation and submission to the Council of the EU, the EC and the EMA of joint EMCDDA–Europol reports on two new psychoactive substances, 4-methylamphetamine and 5-(2-aminopropyl)indole, and implementation of the risk assessment for 4-methylamphetamine, sent to the Council of the EU and the EC on 19 November.
- Drug policy analysis: important support provided to the EC for the evaluation of the 2005–12 EU drugs strategy and its two action plans, a significant contribution to which was made by the *EMCDDA Trend report for the evaluation of the 2005–12 EU drugs strategy*, published in April; an important step forward was also the launch of the 30 online national drug-related public expenditure profiles.
- Cross-unit projects: the completion of two important monitoring instruments: the EMCDDA treatment strategy and the EMCDDA framework to monitor drugs and prison at European level.

At the same time, the Centre faced increased external demands in 2012 and, consequently, needed to prioritise its tasks and reallocate some of its resources in order to remain responsive to the rapid developments in the drugs situation and promptly meet

the needs of its stakeholders. This had an impact on the agency's work programme and several outputs were delayed as a result.

A feature of 2012 was reinforced collaboration with key external partners, especially with other EU agencies. This included regular work with Europol to prepare the first *EU Drug markets report*, with ECDC as the follow-up to the risk assessment conducted in 2011 for the HIV outbreaks among PWID in Greece and Romania, and the recent risk assessment following the cases of anthrax infection in heroin users in Europe.

In terms of international cooperation, the Management Board was pleased to see the launch of the new project for technical assistance awarded by the EC from the IPA programme.

The new EMCDDA integrated communication strategy was adopted in 2012, which will contribute to further enhancing the core communication values of the Centre, namely relevance, quality, efficiency, transparency and consistency.

The new EMCDDA triennial strategy and work programme 2013–15 was adopted in 2012. The document will shape the work of the agency across three transversal principles that will drive progress and guide change: relevant, timely and responsive analysis of the drug situation; efficiency and maximising the value of its activities; and communication and a customer-oriented approach.

Significant efforts were made by the agency to further improve its operational efficiency, as shown by (among others) the outstanding budget execution rate achieved at the end of the year.

The third external evaluation of the EMCDDA, coordinated by the EC and covering the last two three-year work programmes, was finalised in 2012. The Management Board was pleased to take note of the positive outcome of this exercise, which concluded that 'Overall the EMCDDA has performed well during the 2007–12 period in its mission of providing the EU and Member States with factual, objective, reliable and comparable information at the European level on drugs and drug addiction and their consequences.' The Board adopted the follow-up action plan developed by the EMCDDA.

On the structure of the report:

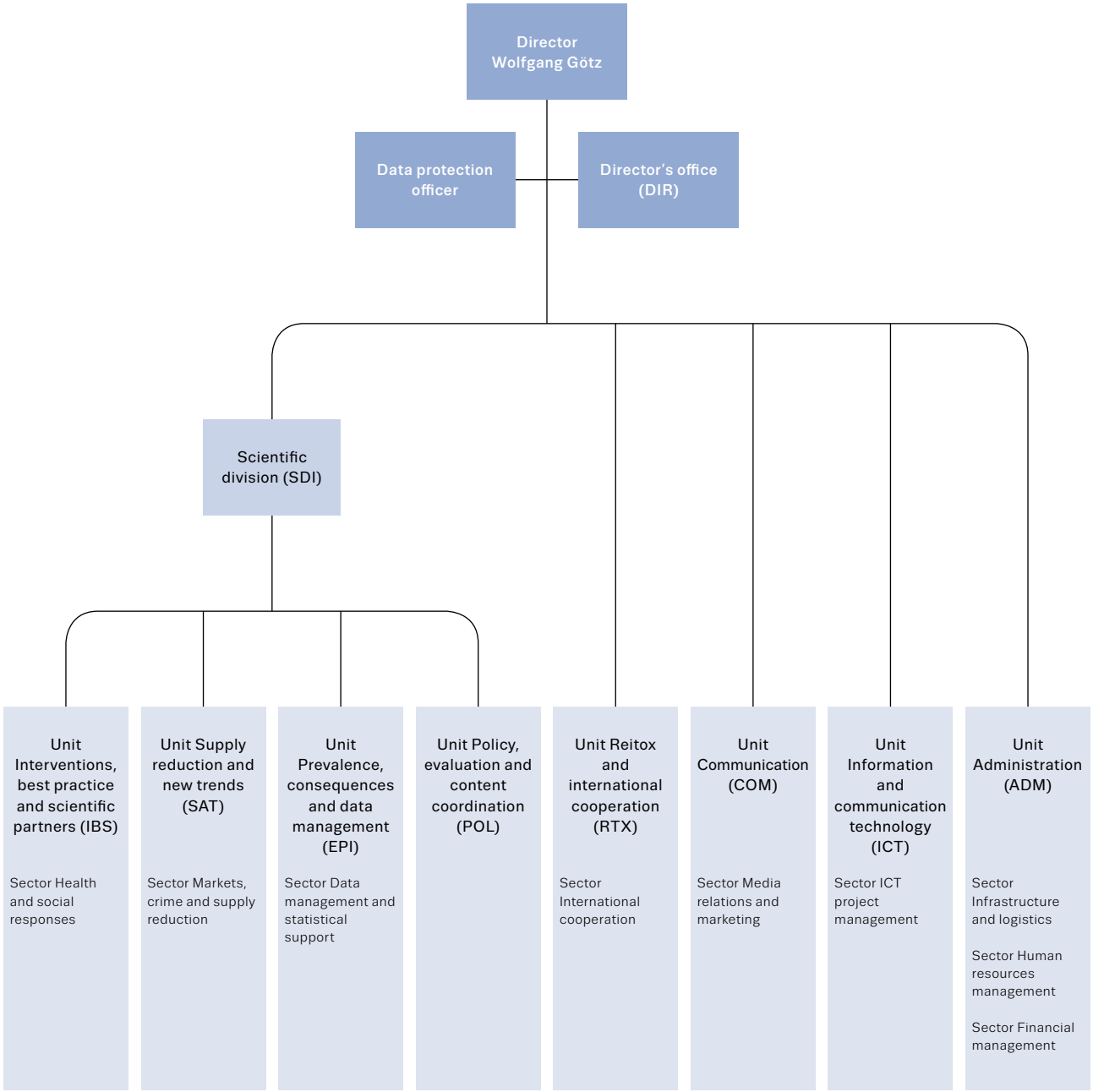
The 2012 *General report of activities* reflects the agency's achievements as set out in the work programme adopted by the Management Board. The Board appreciates the structure of the document, which presents the main achievements for each of the 12 main areas of work. Furthermore, the Management Board welcomes the introduction, for the first time in this Activity report, of Annex 5, presenting a more detailed situation on the implementation of the 2012 work programme, by objectives, activities and expected outputs or results.

In conclusion, the Management Board finds the report to be a detailed and transparent overview of the implementation of the work programme.

Annexes

ANNEX 1

EMCDDA Organisational chart



ANNEX 2

Breakdown of EMCDDA staff as of 31 December 2012

Contact agents (CA), Temporary agents (TA), Seconded national experts (SNE), Officials

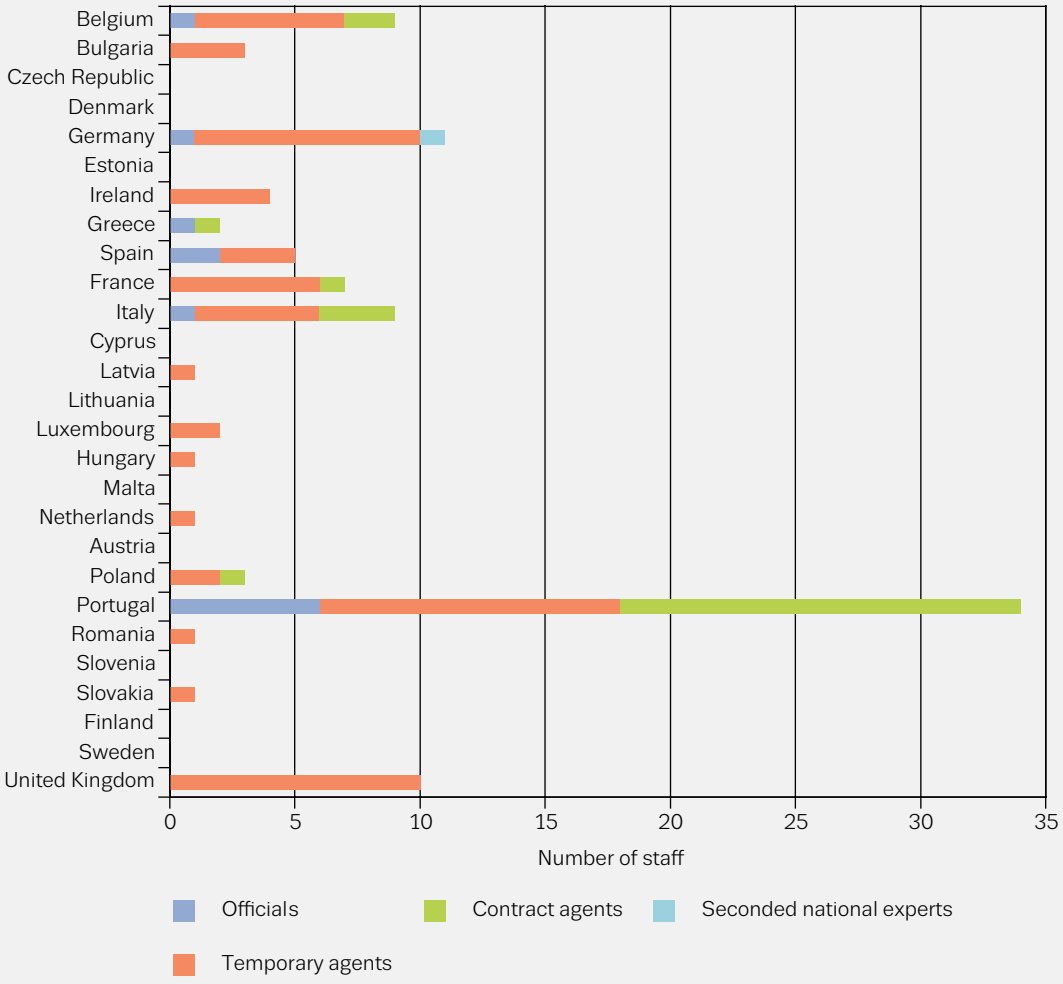
	Categories Grades	Officials	Gender		TA	Gender	
			Male	Female		Male	Female
AD	15					1	
	14						
	13					2	
	12	3	3		6	4	2
	11	2	1	1	4	2	2
	10				7	3	4
	9	1	1		1	1	
	8	1	1		4	2	2
	7				10	2	8
	6				9	4	5
	5						
	Subtotal AD	**7**	**6**	**1**	**44**	**21**	**23**
AST	11						
	10						
	9				3	1	2
	8				1	1	
	7	2		2	2	2	
	6	1		1	1	1	
	5				9	5	4
	4	1		1	5	2	3
	3				2	1	1
	2						
	1	1		1			
	Subtotal AST	**5**	**0**	**5**	**23**	**13**	**10**
	TOTAL	**12**	**6**	**6**	**67**	**34**	**33**

	Function group		Gender	
			Male	Female
Contract Agents	IV			
	III	9	4	5
	II	12	1	11
	I	3	3	
	Total CA	**24**	**8**	**16**

Total EMCDDA staff	Gender	
	Male	Female
103	**48**	**55**
%	**46.60**	**53.40**
SNE	**1**	

Administrator = AD
Assistant = AST

EMCDDA staff by nationality



ANNEX 3
Outputs and products

Annual reporting

2012 Annual report: the state of the drugs problem in Europe, EMCDDA, Lisbon, November 2012.

A yearly overview of the drug phenomenon in Europe.

Available in 22 languages — all EU official languages (except Maltese and Gaelic), plus Norwegian.

http://www.emcdda.europa.eu/publications/annual-report/2012
(16 461 downloads in 2012)

Selected issues 2012

Pregnancy, childcare and the family: key issues for Europe's response to drugs, EMCDDA, Lisbon, October 2012.

http://www.emcdda.europa.eu/publications/selected-issues/children

Prisons and drugs in Europe: the problem and responses, EMCDDA, Lisbon, November 2012.

http://www.emcdda.europa.eu/publications/selected-issues/prison
(793 downloads in 2012)

Statistical bulletin (web-based)

The epidemiological basis on which the Annual report is based, with over 300 tables and 100 graphics collated by the EMCDDA from the information submitted by the network of Reitox national focal points.

Available as a website in EN: http://www.emcdda.europa.eu/stats12

Country overviews

Summaries of the national drug situation, key statistics and a barometer showing the drug use prevalence position in each country. In addition to the 30 EMCDDA Member States, the following Country overviews are available for IPA beneficiaries: Former Yugoslav Republic of Macedonia, Montenegro, Albania, Bosnia and Herzegovina, Kosovo (under UNSCR 1244/99), Serbia.

Available online in EN and in national language(s):

http://www.emcdda.europa.eu/publications/country-overviews

Country overviews (FSU)

Summaries of the national drug situation showing the drug use prevalence position in seven former Soviet Union countries: Belarus, Georgia, Moldova, Ukraine, Kazakhstan, Kyrgyzstan and Uzbekistan

Available online in EN (for all) and in RU (for Kazakhstan, Kyrgyzstan and Uzbekistan):

http://www.emcdda.europa.eu/publications/country-overviews

National reports

Commissioned each year by the EMCDDA and produced by the national focal points of the Reitox network, the National reports draw an overall picture of the drug phenomenon at national level in each EU Member State. Published on the EMCDDA website http://www.emcdda.europa.eu/publications/searchresults?action=list&type=PUBLICATIONS&SERIES_PUB=w203

Institutional publications

General report of activities including annual activity report of the EMCDDA's authorising officer (for 2011). EMCDDA, Lisbon, June 2012.
http://www.emcdda.europa.eu/publications/general-report-of-activities/2011

2011: a year in review. Highlights from the EMCDDA's *General report of activities*. EMCDDA, Lisbon, June 2012.

http://www.emcdda.europa.eu/publications/general-report-of-activities/2011-highlights

Annual accounts 2011, EMCDDA, Lisbon, July 2012.
http://www.emcdda.europa.eu/html.cfm/index184376EN.html

Budget 2012, EMCDDA, Lisbon, March 2012.

http://www.emcdda.europa.eu/html.cfm/index150258EN.html

Work programme 2012, EMCDDA, Lisbon, February 2012.
http://www.emcdda.europa.eu/work-programmes/2012
EMCDDA 2013–15 strategy and work programme, EMCDDA, Lisbon, September 2012.
http://www.emcdda.europa.eu/publications/work-programmes/2013-15

Outputs linked to the implementation of the Council Decision on new psychoactive substances (2005/387/JHA)

EMCDDA–Europol 2011 Annual Report on the implementation of Council Decision 2005/387/JHA, EMCDDA, Lisbon, April 2012.

This report presents the results and outlines the key achievements for 2011 on the information exchange, risk-assessment and control of new psychoactive substances.

http://www.emcdda.europa.eu/publications/implementation-reports/2011 (3 104 downloads in 2012)

EMCDDA–Europol Joint Report on a new psychoactive substance: 4-methylamphetamine, EMCDDA, Lisbon, November 2012.

http://www.emcdda.europa.eu/publications/joint-reports/4-methylamphetamine

EMCDDA Manuals

Guidelines for the evaluation of drug prevention: a manual for programme planners and evaluators (second edition), EMCDDA, Lisbon, July 2012.

http://www.emcdda.europa.eu/publications/manuals/prevention_update (1 452 downloads in 2012)

Treatment demand indicator (TDI) standard protocol 3.0: Guidelines for reporting data on people entering drug treatment in European countries, EMCDDA, Lisbon, September 2012.

http://www.emcdda.europa.eu/publications/manuals/tdi-protocol-3.0
(818 downloads in 2012)

EMCDDA Insights

New heroin-assisted treatment, EMCDDA, Lisbon, April 2012.
http://www.emcdda.europa.eu/publications/insights/heroin-assisted-treatment
(2 872 downloads in 2012)
Cannabis production and markets in Europe, EMCDDA, Lisbon, June 2012.
http://www.emcdda.europa.eu/publications/insights/cannabis-market
(4 029 downloads in 2012)
Social reintegration and employment: evidence and interventions for drug users in treatment, EMCDDA, Lisbon, October 2012.
http://www.emcdda.europa.eu/publications/insights/social-reintegration
(1 380 downloads in 2012)

Drugs in focus policy briefings

Drug demand reduction: global evidence for local actions, EMCDDA, Lisbon, July 2012.
Available in 25 languages — all EU official languages, plus Norwegian and Turkish
http://www.emcdda.europa.eu/publications/drugs-in-focus/best-practice

Joint publications

HIV in injecting drug users in the EU/EEA, following a reported increase of cases in Greece and Romania, EMCDDA/ECDC, Lisbon, January 2012.
http://www.emcdda.europa.eu/publications/joint-publications/hiv-in-injecting-drug-users-2011
Summary of the 2011 ESPAD report, EMCDDA, ESPAD, Lisbon, May and November 2012.
Available in 23 languages — all EU official languages (except Maltese and Gaelic), plus Norwegian and Croatian.
http://www.emcdda.europa.eu/publications/joint-publications/2011-espad

Thematic papers

A definition of 'drug mules' for use in a European context, EMCDDA, Lisbon, March 2012.
http://www.emcdda.europa.eu/publications/thematic-papers/drug-mules
Drug-related research in Europe: recent developments and future perspectives, EMCDDA, Lisbon, May 2012.
http://www.emcdda.europa.eu/publications/thematic-papers/research
Early warning system — national profiles, EMCDDA, Lisbon, May 2012.
http://www.emcdda.europa.eu/thematic-papers/ews
Responding to drug use and related problems in recreational settings, EMCDDA, Lisbon, July 2012.
http://www.emcdda.europa.eu/publications/thematic-papers/recreational-settings
Travel and drug use in Europe: a short review, EMCDDA, Lisbon, September 2012.
http://www.emcdda.europa.eu/publications/thematic-papers/travel
Users' voices, EMCDDA, Lisbon, September 2012.
http://www.emcdda.europa.eu/publications/thematic-papers/users-voices
Prevalence of daily cannabis use in the European Union and Norway, EMCDDA, Lisbon, November 2012.
http://www.emcdda.europa.eu/publications/thematic-papers/daily-cannabis-use
Driving Under the Influence of Drugs, Alcohol and Medicines in Europe — findings from

the DRUID project, EMCDDA, Lisbon, December 2012.
http://www.emcdda.europa.eu/publications/thematic-papers/druid

Brochures

The Reitox network: frequently asked questions, EMCDDA, Lisbon, February 2012.
http://www.emcdda.europa.eu/publications/brochures/rtxfaq

Drug profiles

New drug profile on 'Kratom', 2012. Available on website in DE, EN and FR.
http://www.emcdda.europa.eu/publications/drug-profiles/kratom

Drugnet Europe

Drugnet Europe
The EMCDDA's quarterly newsletter. Provides regular information on the Agency's activities to a broad readership. Four editions in 2012 (77, 78, 79, 80). Available in EN.
http://www.emcdda.europa.eu/publications/drugnet
Also available as a website:
http://www.emcdda.europa.eu/publications/drugnet/online

Scientific studies

Preventing opioid overdoses in Europe, EMCDDA, Lisbon, October 2012.
http://www.emcdda.europa.eu/scientific-studies/2012/preventing-overdoses
EMCDDA Trendspotter study on fentanyl in Europe, EMCDDA, Lisbon, November 2012.
http://www.emcdda.europa.eu/scientific-studies/2012/trendspotters-report
Cocaine–related deaths in special and general mortality registries, EMCDDA, Lisbon, November 2012.
http://www.emcdda.europa.eu/scientific-studies/2012/cocaine-deaths
Mortality cohort guidelines, EMCDDA, Lisbon, November 2012.
http://www.emcdda.europa.eu/scientific-studies/2012/mortallity-cohorts
Mapping Treatment Demand Indicator (TDI), EMCDDA, Lisbon, December 2012.
http://www.emcdda.europa.eu/html.cfm/index192723EN.html

Other

EMCDDA trend report for the evaluation of the 2005–12 EU drugs strategy, EMCDDA, Lisbon, April 2012.
http://www.emcdda.europa.eu/html.cfm/index154967EN.html

Media products

News releases

13 news releases

No 1 — EMCDDA report presents latest evidence on heroin-assisted treatment for hard-to-treat opioid users (19.4.2012) DE/EN/FR/PT

No 2 — New drugs detected in the EU at the rate of around one per week, say agencies (26.4.2012) DE/EN/FR/PT

No 3 — New ESPAD study shows overall stable drug use among school students and a reduction in 'heavy episodic drinking', but no decrease in cigarette smoking (31.5.2012) DE/EN/FR/PT

No 4 — Leading experts to review global developments in new drugs and 'legal highs' (7.6.2012) EN

No 5 — Market share of herbal cannabis increasing as domestic production rises, says EU drugs agency (26.6.2012) DE/EN/FR/PT

No 6 — 2012 EMCDDA scientific paper award showcases innovative research in drugs field (24.9.2012) DE/EN/FR/PT

No 7 — EU drugs agency to present the latest statistics, trends and analysis (2.10.2012) BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HU/IT/LT/LV/NL/PL/PT/RO/SK/SL/SV/NO

No 8 — Neglecting the social needs of drug users can undermine chances of long-term recovery (15.10.2012) EN

No 9 — Drugs and the family: 'room for improvement' in responding to problems, says EMCDDA (31.10.2012) EN

No 10 — EU drugs agency raises concerns over complex stimulant market and plethora of powders and pills (15.11.2012) BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HU/IT/LT/LV/NL/PL/PT/RO/SK/SL/SV/NO

No 11 — New EMCDDA report shows heroin use in decline and patterns of drug use shifting (15.11.2012) BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HU/IT/LT/LV/NL/PL/PT/RO/SK/SL/SV/NO

No 12 — Board re-elects unanimously Portuguese member João Goulão as EMCDDA Chairman and Belgian member Claude Gillard as Vice-Chairman (6.12.2012) EN/PT

No 13 — New EMCDDA report reveals risks of substance use behind the wheel (14.12.2012) EN

Fact sheets

10 fact sheets available mostly only in EN

Fact sheet 1: 'Cooperation in the drugs field must cross borders', says EU drugs agency chief (28.5.2012)

Fact sheet 2: EU drugs agency Scientific director awarded for excellence in international leadership (8.6.2012)

Fact sheet 3: EU and Russian drugs agency chiefs meet in Moscow to discuss plans for future cooperation (12.7.2012)

Fact sheet 4: EMCDDA 2012 Statistical bulletin provides latest data on Europe's drugs problem (17.7.2012)

Fact sheet 5: EU drugs agency EMCDDA signs accord with Moldovan Ministry of Health (17.7.2012)

Fact sheet 6: New EMCDDA report reviews measures for creating safer nightlife environment for young people (23.7.2012)

Fact sheet 7: EU drugs and medicines agencies amend working arrangement today in light of recent legislation (7.9.2012)

Fact sheet 8: EU drugs agency publishes new guidelines for monitoring drug users entering treatment (20.9.2012)

Fact sheet 9: 'Users' voices' — experiences and perceptions of drug users on controlling their consumption (28.9.2012)

Fact sheet 10: Conference to develop key indicators for monitoring drug markets, crime and supply reduction (22.11.2012)

News updates

Speech by Wolfgang Götz, EMCDDA Director at the Global forum on combating illicit drug trafficking and related threats, 25–27 January 2012, Brussels (25.1.2012)

The ever-changing world of psychoactive drugs (6.3.2012)

UK House of Lords publishes report on EU drugs strategy (16.3.2012)

New EMCDDA multicity project on wastewater analysis (22.3.2012)

First EMCDDA Reitox week (23.3.2012)

World TB Day 2012 (23.03.2012)

EMCDDA and UNODC sign joint work plan (2.5.2012)

Outbreaks of HIV among IDUs in Greece and Romania — preliminary data suggest no signs of a slowing down in 2012 (15.11.2012)

EMCDDA launches 'harm reduction overviews' to mark World AIDS Day 2012 (1 December 2012) (31.11.2012)

Drugs and wastewater (10.12.2012)

Videos

Annual report 2012 to be launched on 15 November 2012 (9.11.2012)
http://www.youtube.com/watch?v=vow8A7ivEyk

2012 Annual report on the state of the drugs problem in Europe — EMCDDA Director's comments (15.11.2012)
http://www.youtube.com/watch?v=YMWVz_e4Z-A

EMCDDA annual report 2012 — highlights from the press conference (15 November 2012) (16.11.2012)
http://www.youtube.com/watch?v=C53gV7SM_v4

New EMCDDA report reveals risks of substance use behind the wheel (14.12.2012)
http://www.youtube.com/watch?v=PI3RdIo_PhY

Social media

Facebook

232 posts/entries in 2012

Twitter

168 tweets and retweets in 2012

Online tools and web-based resources

EMCDDA public website

The gateway to drug information in Europe.
http://www.emcdda.europa.eu

Prevention profiles
http://www.emcdda.europa.eu/prevention-profiles

Action on new drugs
http://www.emcdda.europa.eu/activities/action-on-new-drugs

Drug-related research
http://www.emcdda.europa.eu/themes/research

Best practice portal
A resource for professionals, policymakers and researchers in the areas of drug-related prevention, treatment, harm reduction and social reintegration.
http://www.emcdda.europa.eu/best-practice

ELDD (European Legal Database on Drugs)
http://www.emcdda.europa.eu/eldd

Treatment profiles
http://www.emcdda.europa.eu/responses/treatment-overviews

Public expenditure profiles
http://www.emcdda.europa.eu/countries/public-expenditure

Scientific articles published in 2012

1. Amato, L., Del Giovane, C., **Ferri, M.**, Minozzi, S., Schifano, P., Davoli, M. (2012), 'Acceptability, efficacy and safety of pharmacological interventions for cocaine dependence: an overview of Cochrane reviews (Protocol)', Cochrane Database of Systematic Reviews 2012, Issue 3. Art. No.: CD009696. DOI: 10.1002/14651858. CD009696.

2. Best, D., Honor, S., Karpusheff, J., Loudon, L., Hall, R., **Groshkova, T.,** and White, W. (2012), 'Well-Being and Recovery Functioning among Substance Users Engaged in Posttreatment Recovery Support Groups ' *Alcoholism Treatment Quarterly*, 30(4), 397-406.

3. Casati, A., Pleiffer-Gershel, T., **Sedefov, R**., (2012), 'Misuse of Medicines in the European Union: A Systematic Review of the Literature', *European Addiction Research 18*, pp. 228-245.

4. **Carpentier C, Royuela L, Noor A, Hedrich D.** (2012), **'**Ten years of monitoring illicit drug use in prison populations in Europe – issues and challenges', *The Howard Journal of Criminal Justice*, Volume 51, Issue 1, pages 37–66, February 2012.

5. **Ferri, M.**, **Bo, A.** (2012), 'Best practice promotion in Europe. A web-based tool for the dissemination of evidence-based demand reduction interventions', Drugs: Education, Prevention and Policy. Drugs: education, prevention and policy, Early Online: 1–7 Copyright _ 2012 Informa UK Ltd.

6. **Ferri M.**, Minozzi S, Amato L, **Bo A.**, Davoli M. (2012), 'Slow-release oral morphine as maintenance therapy for opioid dependence', *Cochrane Database of Systematic Reviews*, Issue 5. Art. No.: CD009879. DOI: 10.1002/14651858.CD009879.

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ANNEX 4
Key external events, conferences and meetings, 2012

During 2012, EMCDDA staff participated in 263 external events, conferences and technical meetings. Through this participation, they brought their knowledge and expertise to international scientific discussions and the various political debates currently active in the drugs field. For details of these events, please go to the following link:
http://www.emcdda.europa.eu/publications/general-report-of-activities/2012/annex4

ANNEX 5
Implementation of the 2012 work programme by objectives, activities and expected outputs/results

This annex presents in detail the activities contained within the work programme for 2012 and how they were carried out during the course of 2012. It can be found at the following address:
http://www.emcdda.europa.eu/publications/general-report-of-activities/2012/annex5

ANNEX 6

Members of the EMCDDA's statutory bodies

Members of the Management Board of the EMCDDA

The Management Board consists of one representative from each Member State, two representatives of the European Commission, two independent experts particularly knowledgeable in the field of drugs designated by the European Parliament and one representative from each country which has concluded an agreement with the EMCDDA. Non-voting observers, such as from international organisations with which the Centre cooperates, may be invited to the Management Board meetings.

Country	Member	Substitute
Belgium	Claude GILLARD **Vice-Chairman**	Philippe DEMOULIN
Bulgaria	Tsveta RAYCHEVA	
Czech Republic	Jindrich VOBOŘIL	Lucia KISSOVA
Denmark	Katrine SCHJØNNING	Erich ERICHSEN
Germany	Mechthild DYCKMANS	Dirk LESSER
Estonia	Ene AUGASMÄGI	Andri AHVEN
Ireland	Michael CONROY	Brendan RYAN
Greece	Minerva-Melpomeni MALLIORI	Konstantinos GAZGALIDIS
Spain	Francisco BABÍN VICH	Maria Sofia ARAGÓN SÁNCHEZ
France	Danièle JOURDAIN MENNINGER	Laura d'ARRIGO
Italy	Giovanni SERPELLONI	Elisabetta SIMEONI
Cyprus	Stelios SERGIDES	Marios ADONIS
Latvia	Dzintars MOZGIS	
Lithuania	Zenius MARTINKUS	Povilas RADZEVIČIUS
Luxembourg	Frank GANSEN	Mike SCHWEBAG
Hungary	Éva MÜLLER	Katalin KOPPÁNY
Malta	Richard MUSCAT	
Netherlands	Liisa KOK	
Austria	Franz PIETSCH	Claudia RAFLING
Poland	Piotr JABŁOŃSKI	Bogusława BUKOWSKA
Portugal	João GOULÃO **Chairman**	Manuel CARDOSO
Romania	Sorin OPREA	Cătălin NEGOI-NIȚĂ
Slovenia	Vesna-Kerstin PETRIČ	Jože HREN
Slovakia	Zuzana MIKOVA	Marcela HORVATHOVA
Finland	Tapani SARVANTI	Kari HAAVISTO
Sweden	Ralf LÖFSTEDT	
United Kingdom	John McCRACKEN	Anna RICHARDSON
European Commission	Reinhard PRIEBE, Lotte KNUDSEN	Jakub BORATYŃSKI, Michael HÜBEL
European Parliament	Barbara DÜHRKOP DÜHRKOP, Carla ROSSI	Hubert PIRKER, Carmela COSTA
Norwegian representatives	Lilly Sofie OTTESEN	Hege Christina BREDESEN

	Observers
Scientific Committee	Marina DAVOLI
Reitox Spokesperson	Tim PFEIFFER-GERSCHEL
UNODC	Gilberto GERRA
Council of Europe Pompidou Group	Thomas KATTAU
WHO	Arun NANDA

Members of the Executive Committee

The Management Board is assisted by an Executive Committee. This committee is made up of the Chair and Vice-Chair of the Management Board, two other members of the Management Board representing the Member States and appointed by the Management Board and two representatives of the European Commission. The Executive Committee prepares the decisions of the Management Board, and assists and advises the Director.

João GOULÃO	PT (Chairman of the Management Board)
Claude GILLARD	BE (Vice-Chairman of the Management Board and Chair of the Budget Committee)
Ms Katrine SCHJØNNING	DK
Minerva-Melpomeni MALLIORI	GR
2 representatives of the European Commission	

Members of the Scientific Committee

The members of this Committee are selected for their independence and proven expertise in a particular field/speciality, as indicated below.

Issue	Name
Legal and criminal justice	Krzysztof KRAJEWSKI
	Brice DE RUYVER
Risk assessment and basic research	Fernando RODRIGUEZ FONSECA
	Jean-Pol TASSIN
Political and institutional framework	Henri BERGERON
	Irmgard EISENBACH-STANGL
	Henk GARRETSEN
Epidemiology	Marina DAVOLI
	Björn HIBELL
	Dirk KORF
	Matthew HICKMAN
Methodological issues	Gerhard BÜHRINGER
	John STRANG
Best practice and interventions	Michael FARRELL
	Richard VELLEMAN
Economic issues	Anne-Line BRETTEVILLE JENSEN

ANNEX 7

Use of the available resources in 2012

EMCDDA 2012 budget execution by objectives and activities in the 2012 work programme

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

Objectives and activities of EMCDDA 2012 WP	Main organisational actors for implementation	Assigned HR				
		O	TA	CA	SNE	Total HR
Data collection, analysis and quality assurance	EPI + RTX + IBS	0.5	2.2	3.5	0	6.2
Key indicators and monitoring the epidemiology of the drug situation	EPI	0.5	5	1.5	0	7
Monitoring demand reduction responses, interventions and solutions applied to drug-related problems	IBS	2	4.9	1	0	7.9
Supply and supply reduction interventions	SAT	0	2.5	0.5	1	4
Monitoring new trends and developments and assessing the risks of new substances	SAT	0	2.5	1.5	0	4
Improving Europe's capacity to monitor and evaluate policies	POL	0	4	1	0	5
Scientific coordination, research and content support	SDI + IBS + POL	1	4.5	0	0	5.5
TOTAL		**4**	**25.6**	**9**	**1**	**39.6**

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

Objectives and activities of EMCDDA 2012 WP	Main organisational actors for implementation	Assigned HR				
		O	TA	CA	SNE	Total HR
EU institutions, agencies and civil society	Directorate + SDI	0	1.5	0	0	1.5
Key external partners	Directorate + RTX	0	0.6	0	0	0.6
Candidate and potential candidate countries	RTX	0.5	2.4	0.5	0	3.4
European Neighbourhood Policy (ENP) countries and third countries						
TOTAL		**0.5**	**4.5**	**0.5**	**0**	**5.5**

Initial allocation of budget resources — Non assigned appropriation			Final allocation of budget resources — Non assigned appropriation			Executed budget — Non assigned appropriation		
Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget execution
564 099	460 514	1 024 613	505 159	533 864	1 039 023	505 159.14	533 577.60	1 038 736.74
636 885	519 935	1 156 820	570 340	543 171	1 113 511	570 340.10	542 884.27	1 113 224.37
1 111 317	586 784	1 698 101	995 201	594 518	1 589 719	995 201.09	594 231.22	1 589 432.31
373 562	297 106	670 668	356 127	271 996	628 123	354 144.34	271 709.62	625 853.96
373 562	297 106	670 668	356 127	271 996	628 123	354 144.34	271 709.62	625 853.96
550 123	371 382	921 505	492 643	380 306	872 949	492 643.42	380 019.11	872 662.53
643 057	408 520	1 051 577	575 867	457 352	1 033 219	575 867.22	457 065.64	1 032 932.86
4 252 605	**2 941 347**	**7 193 952**	**3 851 465**	**3 053 203**	**6 904 668**	**3 847 499.65**	**3 051 197.08**	**6 898 696.72**

Initial allocation of budget resources — Non assigned appropriation			Final allocation of budget resources — Non assigned appropriation			Executed budget — Non assigned appropriation		
Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget execution
117 530	111 414	228 944	110 179	77 841	188 020	105 088.69	77 554.89	182 643.58
52 530	44 566	97 096	47 041	93 192	140 233	47 041.41	92 905.32	139 946.72
369 363	252 540	621 903	330 770	201 929	532 699	330 770.12	201 642.77	532 412.89
539 423	**408 520**	**947 943**	**487 990**	**372 963**	**860 953**	**482 900.22**	**372 102.98**	**855 003.20**

C. Supporting the achievement of results (transversal operations)

Objectives and activities of EMCDDA 2012 WP	Main organisational actors for implementation	Assigned HR				
		O	TA	CA	SNE	Total HR
Communicating the EMCDDA's findings to external audiences (including translation)	COM	1	9	2	0	12
Governance, management and networks (executive and corporate management + Governing bodies' activities)	Governing bodies + Directorate + IBS	3	4.5	2	0	9.5
	RTX + NFPs' co-financed activities	0.5	1.4	1.5	0	3.4
TOTAL		**4.5**	**14.9**	**5.5**	**0**	**24.9**
GRAND TOTAL FOR OPERATIONS		**9**	**45**	**15**	**1**	**70**

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

Objectives and activities of EMCDDA 2012 WP	Main organisational actors for implementation	Assigned HR				
		O	TA	CA	SNE	Total HR
Administration and supporting core business	ADM (administration and resources/assets management)	3	12	7	0	22
	ICT (equipment and services)	1	7	3	0	11
TOTAL		**4**	**19**	**10**	**0**	**33**

E. Special projects

Objectives and activities of EMCDDA 2012 WP	Main organisational actors for implementation	Assigned HR				
		O	TA	CA	SNE	Total HR
Preparation of IPA beneficiary countries for their participation in the EMCDDA (IPA 4 project – first year)	RTX	0	0	2	0	2

Remarks:
Assigned HR = full time equivalent per year; O = officials; TA = temporary agents; CA = contract agents; SNE = seconded national experts

Appropriations for cost/expenditure for operational activities and staff that directly aim at implementing the EMCDDA mission/task/WP
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.

The difference between the total budget appropriations that were allocated at the beginning and end of 2012 is due to Amending budget 1 / 2012 (OJ 2012/C 397/03).

Initial allocation of budget resources — Non assigned appropriation			Final allocation of budget resources — Non assigned appropriation			Executed budget — Non assigned appropriation		
Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget execution
2 130 110.00	891 318.00	3 021 428.00	2 034 222.67	970 785	3 005 007.72	2 031 719.17	970 498.50	3 002 217.67
943 470.00	705 626.00	1 649 096.00	859 359.22	724 088	1 583 446.87	844 891.58	723 801.11	1 568 692.68
3 000 751.00	252 539.00	3 253 290.00	3 339 652.09	273 280	3 612 931.84	3 327 671.09	272 993.20	3 600 664.29
6 074 331.00	**1 849 483.00**	**7 923 814.00**	**6 233 233.98**	**1 968 152.45**	**8 201 386.43**	**6 204 281.84**	**1 967 292.81**	**8 171 574.65**
10 866 359.00	**5 199 350.00**	**16 065 709.00**	**10 572 689.16**	**5 394 317.96**	**15 967 007.12**	**10 534 681.70**	**5 390 592.87**	**15 925 274.57**

Initial allocation budget resources for direct cost of supporting activities to be distributed to operations	Final allocation budget resources for direct cost of supporting activities to be distributed to operations	Executed budget — Non assigned appropriation
4 025 718.00	4 255 865.16	4 252 140.07
1 173 632.00	1 138 452.80	1 138 452.80
5 199 350.00	**5 394 317.96**	**5 390 592.87**

Budget — Assigned appropriations	
Budget allocation	Budget execution
350 000.00	286 258.86

Economic outturn account

	2012	2011	Variation
Contributions of EFTA countries belonging to the EEA	414 660.43	408 416.09	6 244.34
Recovery of expenses	15 259.72	7 009.10	8 250.62
Other operating revenue	15 709 423.66	15 954 202.38	-244 778.72
TOTAL OPERATING REVENUE	**16 139 343.81**	**16 369 627.57**	**-230 283.76**
Administrative expenses	-11 640 333.99	-11 339 124.45	-301 209.54
All staff expenses	-9 093 966.77	-8 757 521.67	-336 445.10
Fixed asset related expenses	-224 482.35	-344 088.11	119 605.76
Other administrative expenses	-2 321 884.87	-2 237 514.67	-84 370.20
Operational expenses	-4 705 146.05	-5 230 308.24	525 162.19
Other operational expenses	-4 705 146.05	-5 230 308.24	525 162.19
TOTAL OPERATING EXPENSES	**-16 345 480.04**	**-16 569 432.69**	**223 952.65**
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES	**-206 136.23**	**-199 805.12**	**-6 331.11**
Financial expenses	**-3 795.19**	**-3 599.73**	**-195.46**
SURPLUS/ (DEFICIT) FROM NON OPERATING ACTIVITIES	**-3 795.19**	**-3 599.73**	**-195.46**
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES	**-209 931.42**	**-203 404.85**	**-6 526.57**
ECONOMIC OUTTURN FOR THE YEAR	**-209 931.42**	**-203 404.85**	**-6 526.57**

EMCDDA 2012 budget appropriations and execution by nature of expenditure

Title	Description	EUR
1.	**Expenditure relating to persons working with the EMCDDA**	
	Staff in active employment	8 944 300.50
	Other staff-related expenditure (exchange of officials, etc.)	65 014.60
	Total under Title 1	**9 009 315.10**
2.	**Expenditure for support activities**	
	Investment in immovable property, rental of buildings and associated costs	1 416 515.65
	Data processing	468 000.00
	Movable property and associated costs	113 602.48
	Current administrative expenditure+ postal charges and telecommunications	263 113.52
	Socio-medical infrastructure	34 400.00
	Total under Title 2	**2 295 631.65**
3.	**Expenditure for operational activities**	
	Statutory meetings	206 782.56
	Expenditure on formal and other meetings+representative expenses	343 930.00
	Studies, surveys, consultations	160 922.50
	Publishing and translations	1 018 226.00
	European Network on Drugs and Drug Addiction Reitox	2 605 987.50
	Missions	326 211.81
	Total under Title 3 – Section 1.01	**4 662 060.37**
	Section 1.02 **– Total core budget**	**15 967 007.12**
	Section 1.03	
4.	**Expenditure relating to other subsidies**	
	EC financing of specific projects	
	IPA4 financing for implementing pre-accession strategy	350 000.00
5.	**Other expenses (reserve)**	**0.00**
	Total budget	**16 317 007.12**

Execution of the budget: Credit consumption, 2012 (Commitments)

Title	Description	% consumption of available credits
1.	**Staff**	100.00 %
2.	**Expenditure for support activities**	99.85 %
3.	**Expenditure for operational activities**	99.18 %
4.	**Expenditure relating to IPA4**	81.79 %
	Total consumption of core budget (Titles 1, 2, 3)	**99.74 %**

Balance sheet: ASSETS

	31.12.2012	31.12.2011	Variation
ASSETS			
A. NON CURRENT ASSETS			
Intangible assets	**165 246.52**	**98 442.83**	**66 803.69**
Property, plant and equipment	**2 219 229.35**	**2 336 471.25**	**-117 241.90**
Land and buildings	1 993 048.24	2 084 537.76	-91 489.52
Plant and equipment	69 771.02	65 654.77	4 116.25
Computer hardware	92 570.66	106 666.66	-14 096.00
Furniture and vehicles	63 839.43	79 612.06	-15 772.63
Other fixtures and fittings	0.00	0.00	0.00
Assets under finance lease	0.00	0.00	0.00
Property, plant and equipment under construction	0.00	0.00	0.00
TOTAL NON CURRENT ASSETS	**2 384 475.87**	**2 434 914.08**	**-50 438.21**
B. CURRENT ASSETS			
Inventories	**0.00**	**0.00**	**0.00**
Short-term pre-financing	**0.00**	**15 972.20**	**-15 972.20**
Short-term pre-financing	0.00	15 972.20	-15 972.20
Short-term pre-financing with consolidated EU entities	0.00	0.00	0.00
Short-term receivables	**289 047.27**	**358 576.74**	**-69 529.47**
Current receivables	195 105.69	175 528.96	19 576.73
Other	92 604.21	123 093.96	-30 489.75
Accrued income		-482.00	482.00
Deferred charges	92 604.21	123 575.96	-30 971.75
Accrued income with consolidated EU entities	0.00		0.00
Deferred charges with consolidated EU entities	0.00		0.00
Short-term receivables with consolidated EU entities	1 337.37	59 953.82	-58 616.45
Cash and cash equivalents	**691 233.55**	**875 681.67**	**-184 448.12**
TOTAL CURRENT ASSETS	**980 280.82**	**1 250 230.61**	**-269 949.79**
TOTAL	**3 364 756.69**	**3 685 144.69**	**-320 388.00**

Balance sheet: LIABILITIES

	31.12.2012	31.12.2011	Variation
LIABILITIES			
A. Net assets	**1 715 551.61**	**1 925 483.03**	**-209 931.42**
Reserves	**0.00**	**0.00**	**0.00**
Accumulated surplus/deficit	**1 925 483.03**	**2 128 887.88**	**-203 404.85**
Economic outturn for the year — profit+/loss-	**-209 931.42**	**-203 404.85**	**-6 526.57**
TOTAL A	**1 715 551.61**	**1 925 483.03**	**-209 931.42**
D. CURRENT LIABILITIES	**1 649 205.08**	**1 759 661.66**	**-110 456.58**
Provisions for risks and charges	**146 643.03**	**34 896.06**	**111 746.97**
Accounts payable	**1 502 562.05**	**1 724 765.60**	**-222 203.55**
Current payables	97 332.34	44 494.84	52 837.50
Other	1 136 598.39	1 494 716.75	-358 118.36
Accrued charges	1 135 171.70	1 491 915.84	-356 744.14
Deferred income	1 426.69	2 800.91	-1 374.22
Accrued charges with consolidated EU entities	0.00	0.00	0.00
Deferred income with consolidated EU entities	0.00	0.00	0.00
Accounts payable with consolidated EU entities	268 631.32	185 554.01	83 077.31
Pre-financing received from consolidated EU entities	194 430.64	168 345.79	26 084.85
Other accounts payable against consolidated EU entities	74 200.68	17 208.22	56 992.46
TOTAL D	**1 649 205.08**	**1 759 661.66**	**-110 456.58**
TOTAL	**3 364 756.69**	**3 685 144.69**	**-320 388.00**

Budget outturn account for the financial year 2012

		2012	2011
REVENUE			
Balancing Commission subsidy	+	15 550 920.00	15 400 000.00
Other subsidy from Commission (IPA 4)	+	350 000.00	400 000.00
Fee income	+	0.00	0.00
Other income	+	437 508.41	442 922.74
TOTAL REVENUE (a)		**16 338 428.41**	**16 242 922.74**
EXPENDITURE			
Title I: Staff			
Payments	-	9 090 681.38	8 748 924.27
Appropriations carried over	-	47 996.43	49 445.41
Title II: Administrative expenses			
Payments	-	2 107 729.51	2 133 535.15
Appropriations carried over	-	215 217.32	255 857.50
Title III: Operating expenditure			
Payments	-	4 930 444.46	5 149 817.88
Appropriations carried over	-	158 041.23	247 005.82
TOTAL EXPENDITURE (b)		**16 550 110.33**	**16 584 586.03**
OUTTURN FOR THE FINANCIAL YEAR (a-b)		**-211 681.92**	**-341 663.29**
Cancellation of unused payment appropriations carried over from previous year	+	29 154.27	63 974.22
Adjustment for carry-over from the previous year of appropriations available at 31/12 arising from assigned revenue	+	301 161.10	352 984.02
Exchange differences for the year (gain +/loss -)	+/-	-887.81	37.67
Norway Prorata + Cancellation IPA 3 Final		-74 786.50	28 481.42
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		**42 959.14**	**103 814.04**
Balance year N-1	+/-	103 814.04	1 000 371.66
Positive balance from year N-1 reimbursed in year N to the Commission	-	-103 814.04	-1 000 371.66
Result used for determining amounts in general accounting		**42 959.14**	**103 814.04**
Commission subsidy — agency registers accrued revenue and Commission accrued expense		**15 507 960.86**	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		**42 959.14**	
Not included in the budget outturn:			
Interest generated by 31/12/12 on the Commission balancing subsidy funds and to be reimbursed to the Commission (liability)	+	6 501.13	10 059.58

Negotiated procedures launched in 2012

	Works		Supplies		Services		TOTAL			
	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	%	Volume of contracts (EUR)	%
EUR >5 000 & <25 000	0	0.00	3	50 376.35	19	185 900.00	22	61.1 %	236 276.35	30.8 %
EUR =/> 25 000	0	0.00	4	240 000.00	10	290 911.20	14	38.9 %	530 911.20	69.2 %
TOTAL	**0**	**0.00**	**7**	**290 376.35**	**29**	**476 811.20**	**36**	**100 %**	**767 187.55**	**100 %**

ANNEX 8
List of acronyms and abbreviations

ABAC	The EMCDDA's electronic management and accounting system
AVE	advertising value equivalent
CADAP	Central Asia Drug Action Programme
CEPOL	European Police College
CICAD	Inter-American Drug Abuse Control Commission
CND	Commission on Narcotic Drugs
CMA	content management application
COPOLAD	Cooperation Programme between Latin America and the European Union on Drugs Policies
CSES	Centre for Strategy & Evaluation Services
CUP	cross-unit project
DAMOS	Drug Epidemiology Data Base Collection and Development
DG	Directorate General
DPO	Data Protection Officer
DRD	drug-related deaths indicator
DRID	drug-related infectious diseases indicator
EASA	European Aviation Safety Agency
EC	European Commission
ECDC	European Centre for Disease Prevention and Control
EDDRA	Exchange on Drug Demand Reduction Action
EDND	European database on new drugs
EDR	European Drug Report
EMA	European Medicines Agency
EMDAS	European Masters in Drug and Alcohol Studies
EMPACT	European Multidisciplinary Platform Against Criminal Threats
EMSA	European Maritime Safety Agency
ENP	European Neighbourhood Policy
EP	European Parliament
ESPAD	European School Survey Project on Alcohol and Other Drugs
EU	European Union
EWS	early-warning system
GACOC	Global Agenda Council on Organised Crime
GDP	gross domestic product
GPS	general population survey
HDG	Horizontal Drugs Group (or Horizontal Working Party on Drugs)
HFPs	Head of national focal points
HR	human resources
IAS	Internal Audit Service
ICT	information and communications technology

ICS	Internal Control Standards
IDU	injecting drug user
IPA	Instrument for Pre-Accession Assistance
ISAJE	International Society of Addiction Journal Editors
ISSG	Inter-Service Steering Group
ISCTE-IUL	Instituto Superior das Ciências do Trabalho e da Empresa—Instituto Universitário de Lisboa
JHA	Justice and Home Affairs
JIATFS	Joint Interagency Task Force South
KI	key indicator
LIBE	Civil Liberties, Justice and Home Affairs Committee (European Parliament)
MAOC-N	Maritime Analysis and Operations Centre (Narcotics)
MEP	Member of the European Parliament
NDO	national drug observatory
NDS	national drug strategy
NFP	national focal point
NIDA	National Institute on Drug Abuse
OAP	Operational Action Plan
OTS	opportunity to see
PDU	problem drug use indicator
PDU-R	revised problem drug use indicator
PMA	paramethoxyamphetamine
PMMA	paramethoxymethamphetamine
PWID	people who inject drugs
SEWPROF	sewage profiling
SOCTA	Europol's Serious and Organised Crime Threat Assessment
TAIEX	Technical Assistance and Information Exchange instrument managed by the Directorate-General Enlargement of the European Commission
TDI	treatment demand indicator
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNODC	United Nations Office on Drugs and Crime
WCO	World Customs Organization
WHO	World Health Organization

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About this report

The *General Report of Activities* is an annual publication providing a detailed progress report of the EMCDDA's activities over a 12-month period. Published every spring, it catalogues the agency's achievements in each area of its annual work programme. The report is a useful information source for all those seeking comprehensive information on the agency and its work.

About the EMCDDA

The European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) is the hub of drug-related information in Europe. Its mission is to provide the EU and its Member States with 'factual, objective, reliable and comparable information' on drugs, drug addiction and their consequences. Established in 1993, it opened its doors in Lisbon in 1995 and is one of the EU's decentralised agencies. With a strong multidisciplinary team, the agency offers policymakers the evidence base they need for drawing up drug laws and strategies. It also helps professionals and researchers pinpoint best practice and new areas for analysis and informs the media and general public.

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