European Monitoring Centre
for Drugs and Drug Addiction

EN

ISSN 1725-4558

General Report of Activities

Key achievements and governance:
a year in review

2013

European Monitoring Centre
for Drugs and Drug Addiction

General Report of Activities

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

2013

Legal notice

Cataloguing data can be found at the end of this publication.
Luxembourg: Publications Office of the European Union, 2014
ISBN: 978-92-9168-738-1
doi:10.2810/49574

Printed in Spain

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([1]) Available online at emcdda.europa.eu/publications/gra/2013/annex4
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([3]) Available online at emcdda.europa.eu/publications/gra/2013/annex8

2013

Foreword

The European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) hereby presents its 19th *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 2013, the first year of its three-year strategy and work programme for 2013–15.

During 2013, the EMCDDA continued to provide support to the European Union (EU) institutions and Member States in a range of activities in the drugs field. As an example, I would like to mention the Centre's active participation in EU-funded projects, such as COPOLAD (Cooperation Programme between Latin America and the European Union on Drugs Policies) and CADAP (Central Asia Drug Action Programme). For the first time, representatives from Croatia participated in the Management Board at the July meeting, following the country's accession to the European Union as the 28th Member State earlier that month.

The EMCDDA released, together with Europol, the first *EU drug markets report: a strategic analysis*, on 31 January in Brussels. The European Commissioner for Home Affairs, Cecilia Malmström, was joined at the press conference by EMCDDA Director Wolfgang Götz and Europol Director Rob Wainwright.

The EMCDDA presented its annual overview of the European drugs situation in a new, reshaped information package designed to be more timely, interactive and interlinked. The *European Drug Report* (EDR), which replaced the *Annual report on the state of drugs problem in Europe*, was launched on 28 May, nearly six months earlier than previously, and its key findings were announced at a press conference in the Centre's headquarters on 28 May. The report was subsequently presented by the Director to the Committee on Civil Liberties, Justice and Home Affairs (LIBE) of the European Parliament on 30 May, as well as to a Justice and Home Affairs (JHA) Ministers meeting at the Council on 6 June, further to an invitation from the Irish Presidency.

I would like to express my gratitude to colleagues on the Management Board for their support to the objectives of the Centre. I would also like to sincerely thank the members of the Scientific Committee for their work and commitment during the past six years of their mandates, which came to an end in December last year.

My special thanks also go to Wolfgang Götz, Director, and the Centre's staff, 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 2013.

João Goulão
Chairman of the EMCDDA Management Board

Introduction

Last year, the EMCDDA embarked on a new triennial strategy and work programme. The agency continued to monitor and report on the drugs situation in Europe while the ground was set for important new developments and improvements.

One major improvement was the launch of the *European Drug Report* package, the EMCDDA's annual analysis of the drugs situation, in a redesigned format, to keep pace with both the rapidly-shifting drugs situation and the growing needs and changing expectations of our audiences.

The year was also marked by the release of another EMCDDA flagship publication, the first *EU drug markets report: a strategic analysis*. Produced together with our sister agency Europol, the report was launched in Brussels in January and during the course of the year it became a major reference source for policy analysis and decision-making at EU level. Together with two other EMCDDA publications, the report was nominated among the 'Notable Government Documents of 2012' by the American Library Association. This brought further recognition for the scientific excellence of the Centre's work.

Another priority for the year was to expand our networks of experts, which heighten the added value of our work. Over time, the EMCDDA has built an impressive range of networks in all areas related to the drugs phenomenon, including epidemiological key indicators, prevention, treatment and best practice, new drugs and trends, and laws. These networks were further consolidated in 2013, and new ones, such as the EMCDDA reference group on drug supply, were created.

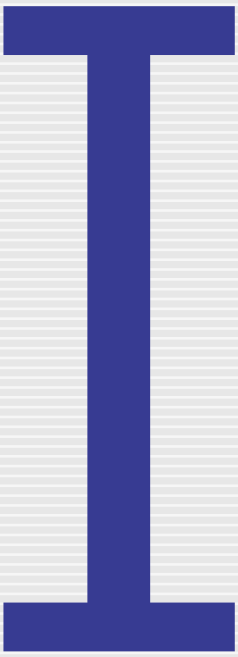
In 2013, the agency and its partners in the Member States, Turkey and Norway, the Reitox network of national focal points, were faced with new challenges. While demands were higher than ever, resources were also tighter. The implementation of the EU Early Warning System on new drugs (EWS) was put under particular pressure, not only because of the continued increase in the number of new psychoactive substances notified, but because these substances raised more public health concerns than ever before. This meant that both the EMCDDA and our EWS partners needed to respond quickly with analyses for the European Commission and the Council, in order to support sound policy decisions.

At the same time, despite the obvious need for more resources to cope with critical developments in the European drugs situation, the EMCDDA was confronted with a decrease in its EU subsidy: a first since its creation 20 years ago. The reduction of over 5 % in 2014 funds will have consequences on our co-financing of the national focal points, thus creating major challenges for reporting at country level. While the agency worked with the focal points to mitigate the impact of the budget decrease already experienced in 2013, the situation will probably become critical during the course of 2014.

On a more positive note, on 30 October the EMCDDA celebrated 20 years since its founding Regulation came into effect. At the end of this particularly rich and meaningful

year, I would like to express my gratitude, once again, to the Management Board, the Scientific Committee, the Reitox national focal points and all our partners who made valuable contributions to our activities during the year. My thanks go also to my staff: as a team they made impressive achievements in 2013. I invite you to read about the highlights in our report.

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 in the EMCDDA's work programme for 2013, the first year of the agency's triennial strategy for 2013–15.

The year 2013 was a special milestone for the Centre. On 30 October, the EMCDDA celebrated two decades since its founding Regulation, Council Regulation (EEC) No 302/93, came into effect. Over the years, the agency has established strong mechanisms in Europe to carry out regular and sustained monitoring of developments in the drugs field, along with rapid responses to new trends and substances. A central challenge for the EMCDDA today is to continue to deliver high-quality analyses on established topics while extending its work in less developed but strategically important areas, with fewer resources.

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 28 Member States, Turkey and Norway. The findings gathered through this impressive collective effort form the basis for many outputs during the year.

In 2013, the EMCDDA presented its annual overview of the European drugs situation in a reshaped information package designed to be more timely, interactive and interlinked. Our flagship product, the *European Drug Report* (EDR), replaced the *Annual report on the state of drugs problem in Europe*. One of the EDR's main improvements was timeliness, with the product being launched nearly six months earlier in the year than the previous report. Content and presentation were also improved. The 2013 package was designed as a set of integrated elements, giving full access to the data and analyses prepared, including: the *Trends and developments* report — a top-level overview of the drugs phenomenon in Europe; a new series of online analyses (Perspectives on drugs — PODs) providing deeper insight into selected issues; national data in Country overviews; the Statistical bulletin; and Health and social responses profiles.

The full EDR package was launched to the media on 28 May at a press conference at the EMCDDA, which opened with a video message from Commissioner Malmström. Furthermore, EMCDDA staff attended national launches organised in nine EU Member States.

At the heart of the EMCDDA's work is the epidemiological monitoring of drug use prevalence and patterns, as well as health and social consequences. In 2013, we reinforced the foundations of our work in this area.

A cross-cutting priority for 2013 was to enhance the EMCDDA's expert networks of excellence. Along with the NFPs, these feed into the extensive information and knowledge base that the agency has built over the years. The 2013–15 work programme makes maintaining and developing these networks a key concern. In 2013, we therefore overhauled the way in which large scientific meetings were organised, for example by

holding a week-long event on 'Measuring, understanding and responding to drug problems in Europe', prompting meetings that were more productive.

In the area of demand reduction responses, 2013 was a very productive year, with seven new outputs, five expert meetings and three training events to enhance country capacity in monitoring drug responses across Europe and beyond. Publications included an Insights on *Models of addiction*, three papers on prevention and two PODs (on hepatitis C and on media campaigns), along with the online Health and social responses profiles, launched as part of the EDR package.

In 2013, the EMCDDA also gained ground in the implementation of its treatment strategy, published in April. This new tool was endorsed by the Heads of national focal points (HFP) and will be integrated into the 2014 data collection exercise.

Significant advances were also made in the area of best practice, including several scientific articles and online analyses, along with the development of the Best practice portal. Major training initiatives also helped disseminate knowledge on this topic.

The development of key indicators in the areas of drug markets, drug-related crime and drug supply reduction was a key task in 2013. Priority was given to developing two sub-indicators (drug seizures and drug production facilities). Central to scaling up work in this area is network development. In 2013, the reference group on drug supply was set up and met for the first time to discuss, among other things, its working arrangements, networking between members and the major challenges it faces.

A major event in 2013 was the launch of the first *EU drug markets report: a strategic analysis*, produced jointly with Europol. The event took place on 31 January, in Brussels, in a press conference held by Commissioner Malmström, EMCDDA Director Wolfgang Götz and Europol Director Rob Wainwright. An essential reference tool for law enforcement professionals, policymakers, the academic community and the general public, the report combines Europol's strategic and operational understanding of trends and developments in organised crime with the EMCDDA's ongoing monitoring and analysis of the drugs phenomenon.

As in previous years, the EMCDDA ensured the implementation of the EU Early Warning System on new drugs (EWS), together with Europol and its EWS partners in the Member States, the Reitox network. It was a particularly demanding year, as the number of new psychoactive substances (NPS) arriving on the market continued the upward trend started in previous years (81 NPS formally notified, compared with 73 in 2012). In four cases (methoxetamine, AH-7921, 25I-NBOMe and MDPV) data collection exercises were launched and EMCDDA–Europol Joint Reports were prepared and sent to the EC, the Council and the European Medicines Agency (EMA).

A risk assessment for 5-(2-aminopropyl)indole (5-IT) was successfully conducted by the Scientific Committee in April, as requested by the Council.

The 13th annual meeting of the Reitox EWS network took place in June. The event was organised in conjunction with the Europol second law enforcement meeting on NPS and followed by the third international multidisciplinary forum on new drugs, which attracted 130 participants from around the world.

Monitoring new developments was also an important field of work in 2013. The EMCDDA launched a trendspotter study on methamphetamine in Europe, which culminated in an expert meeting in September. The study aimed to increase the overall understanding of

methamphetamine trends in Europe, with a specific focus on production and trafficking issues, prevalence and patterns of use, health and social harms, and responses.

Another recent trend is the monitoring of drug residues in wastewater. The conference 'Testing the waters: first international multidisciplinary conference on detecting illicit drugs in wastewater' was co-organised by the EMCDDA and the SEWPROF project in May. This event brought together 90 experts from 20 countries.

The EMCDDA launched several short reports during the year, including EMCDDA Papers on drug supply reduction and internal security policies in the EU, drug policy advocacy organisations in Europe, and a Drug policy profile on Ireland.

The 14th Meeting of the Legal Correspondents of the European Legal Database on Drugs (ELDD) was organised in October. The meeting brought together representatives from the 30 EMCDDA reporting countries to exchange information on national and EU legal updates, including national laws controlling new drugs. The meeting took on a broader policy agenda this year, covering legislative and strategic developments, as well as public expenditure.

In the area of scientific coordination, top priorities in 2013 were to ensure the development, quality and coherence of the agency's information collection and reporting system, to improve internal coordination and to enhance transversal work.

Increasing the coherence of our reporting system is one of the main commitments in the 2013–15 work programme, following on from work started in 2011 (systemic review of tools). This includes the revision of the national reporting system, in close coordination with the NFPs. The revision will respond to the diminishing resources available at country level and reduced human and financial resources within the EMCDDA. This issue became critical in 2013, following the unexpected cut in the agency's subsidy for 2014. One of the consequences of this drop of around 5 % will be less co-financing for the Reitox NFPs. The EMCDDA therefore worked with the focal points to address this issue.

Another core component of the Centre's work is to develop a quality assurance framework for processes and statistical procedures. An EMCDDA cross-unit project (CUP) was set up in 2013, to develop a model for total data quality assurance management.

Disseminating scientific knowledge is a key task for the EMCDDA. This can be achieved through partnership with academic initiatives, as illustrated by the summer school project. Following the partnership launched in 2012 between the Instituto Superior das Ciências do Trabalho e da Empresa — Instituto Universitário de Lisboa (ISCTE–IUL) and the EMCDDA, the second edition of the summer school on 'Drugs in Europe: supply, demand and public policies' took place in 2013, with 28 students attending (25 from 11 EU Member States and three from third countries).

As further recognition of the scientific excellence of the Centre´s work, three EMCDDA publications were nominated among the 'Notable Government Documents of 2012' by the American Library Association. The publications are the *EU drug markets report: a strategic analysis* (2013), *Cannabis production and markets in Europe* (Insights series, 2012) and *New heroin-assisted treatment: recent evidence and current practices of supervised injectable heroin treatment in Europe and beyond* (Insights series, 2012).

The third EMCDDA Scientific paper award ceremony was organised as a fringe event at the Scientific Committee meeting in November. Inaugurated in 2011, the prize celebrates scientific writing and distinguishes high-quality research in the field of illicit drugs. The

2013 edition chose four winners, based in Germany, Austria and Norway and at the EMCDDA.

In 2013, the EMCDDA continued to support drug policy dialogue at EU level by providing expertise and technical information to the European Parliament (EP), the Council of the EU and the European Commission (EC).

Regarding collaboration with the EP, the Director presented the drug markets report and the EDR to the LIBE Committee in Brussels. Three members of the LIBE Committee also came to visit the EMCDDA in July. Moreover, EMCDDA staff provided technical input and attended several meetings with representatives of the EP in Brussels, on a range of topics.

In terms of cooperation with the Council of the EU, a key event was the Director's presentation of the EDR to the Council of JHA Ministers on 6 June in Luxembourg.

Furthermore, the EMCDDA participated in the meetings of the Horizontal Drugs Group (HDG) held under the Irish and Lithuanian Presidencies, as well as various country dialogues and other relevant events.

The Centre also provided support for the preparation of the EU drugs action plan 2013–16, adopted by the Council in June, and the EU policy cycle for organised and serious international crime 2013–17 within the Council's Standing Committee on Operational Cooperation on Internal Security (COSI). In 2013, the agency fulfilled tasks under the operational action plan (OAP) for 2012–13, namely in the field of synthetic drugs, and helped define the priorities for the next policy cycle. Furthermore, the EMCDDA provided input to the drafting of the Council Conclusions on improving the monitoring of drug supply in the EU, adopted at the Economic and Financial Affairs Council meeting of 15 November, in Brussels.

Throughout the year, the EMCDDA gave technical input to the EC on a range of issues, including: the new legal framework on NPS; policy dialogues between Directorate-General (DG) Home Affairs and Member States (key national priorities on drugs); follow-up of the project on Minimum Quality Standards in Drug Demand Reduction (EQUS); the updated EU action plan on HIV/AIDS; the evaluation of CADAP 5; and the EU–Central Asia political dialogue adopting the new EU–Central Asia Action Plan.

Collaboration was further strengthened with EU agencies, in particular with Europol, the European Police College (CEPOL), Eurojust, the European Medicines Agency (EMA) and the European Centre for Disease Prevention and Control (ECDC), while synergies were pursued with the European Maritime Safety Agency (EMSA) and the Fundamental Rights Agency (FRA). Cooperation with international organisations was also enhanced in 2013, in particular with the United Nations Office on Drugs and Crime (UNODC), the World Health Organization (WHO), the Council of Europe Pompidou Group and the Inter-American Drug Abuse Control Commission from the Organisation of American States (CICAD–OAS).

Cooperation with candidate and potential candidate countries continued within the framework of the Instrument for Pre-Accession (IPA) programme technical assistance project started in 2012. An external evaluation of the project carried out in 2013 showed excellent results. The project received top marks ('very good') for four out of the six criteria monitored (relevance, quality of design, efficiency, impact). The two remaining criteria were graded as 'good'. Capacity-building activities contributed to these outstanding results: 65 experts from IPA beneficiary countries attended the Reitox

Academies organised by the Centre and other key events, such as the Reitox week and expert meetings.

In 2013, the EMCDDA was awarded funding of EUR 450 000 for a two-year technical assistance project in European Neighbourhood Policy (ENP) countries. The project, called 'Towards a gradual improvement of ENP partner countries capacity to monitor and to meet drug-related challenges' aims to strengthen the capacity of selected ENP partner countries (Armenia, Azerbaijan, Georgia, Israel, Moldova, Morocco and Ukraine) to react to new challenges and developments in the drugs situation in their respective countries. Implementation will start in 2014.

Communication is core to the EMCDDA's mission to provide robust information on the drugs situation in Europe. Activities in 2013 were guided by the integrated communication strategy adopted by the Management Board in 2012, which makes communication activities an integral part of the agency's scientific and technical activity, rather than an isolated function at project end.

The Centre's key outputs to its audiences in 2013 included 41 online and printed publications complemented by additional online tools and web-based resources. All products were disseminated via the EMCDDA's website and social media channels, along with news releases to mark the launch of key products. In addition, 34 scientific articles were published over the same period.

Furthermore, in 2013 EMCDDA staff participated in 277 international conferences, technical and scientific meetings (a full list of these events is presented in Annex 4 of this report, available at emcdda.europa.eu/publications/gra/2013/annex4.

The mandate of the EMCDDA's Scientific Committee members came to an end in December 2013. A call for expressions of interest for new members was therefore launched in January and the Management Board appointed the new Scientific Committee members, along with a reserve list, during its December meeting.

The EMCDDA successfully implemented most of the activities contained in its work programme in 2013, achieving impressive results (for details, see Annex 5 of this report, available at emcdda.europa.eu/publications/gra/2013/annex5.

However, although the results were impressive, the period was also challenging as the impending cut in the Centre's subsidy for 2014 already had repercussions. The Director and his staff strove to develop a realistic plan of action to immediately mitigate the impact of these restrictions, including a set of measures to rationalise the use of human, financial and material resources. Consequently, the 2014 work programme was prepared in a manner that sets clear priority levels for activities, according to the funds available.

As already mentioned, one of the consequences of the decrease in EU subsidy will be a cut in the EMCDDA's co-financing of the Reitox NFPs. In view of this difficult reality, the NFPs welcomed the proposal for a revised Reitox national reporting system, which should allow both the Centre and the NFPs to better address the information needs of European and national stakeholders while rationalising resources.

In terms of administration, the main priorities focused on enhancing efficiency, further developing sound management of available resources and providing service-oriented administrative support to the EMCDDA's operations. In 2013, the EMCDDA showed outstandingly efficient management of its budget, by committing 99.74 % of funds by the end of the year and making 97.71 % of payments. Such success was possible only because of the efforts of all the staff involved across all core business and support areas.

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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)

Data collection tasks are central to the EMCDDA's mission. The purpose of the data collection is the aggregation and manipulation of data into tables, graphs and appropriate analyses for a range of both internal and external stakeholders. Internally the data are used to support reasoned descriptions of the drugs situation in the region, presented through the EMCDDA's annual report on the drugs situation in Europe and other publications. Externally, policymakers, researchers, the European civil service and the general public have access to reliable and valid data on the drugs situation in each of the 28 Member States, Norway and Turkey through the EMCDDA's publications and the online Statistical bulletin.

The Centre's data collection and analyses underwent major developments in 2013. Main areas for change included the new annual reporting package, the proposed modifications to the Statistical bulletin, the movement towards a statistical quality framework and the revision of the national reporting system.

Main highlights and achievements from the area

In 2013, the EMCDDA presented its annual update on the European drugs situation in a reshaped information package designed to be more timely, interactive and interlinked. The EDR ([4]) replaced the *Annual report on the state of drugs problem in Europe*, which used to be launched every year around 15 November.

One of the most important features of the EDR package was its timeliness. It was launched nearly six months earlier in the year than the previous report. In order to meet this shorter deadline, the production process was completely redefined, including a new planning for the data collection and analysis component, which is the very basis of the EDR package.

Meeting this very ambitious production cycle was a major challenge in 2013, involving a significantly shorter timeline for data validation and analysis. This put a strain on both internal resources and the NFPs which provide the data.

([4]) Available at emcdda.europa.eu/edr2013

The *European Drug Report* presents the EMCDDA's yearly overview of the drugs phenomenon. It 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 2013 package was designed as a set of integrated elements: the *Trends and developments* report, a top-level overview of the drug phenomenon in Europe, covering drug supply, use and public health problems, as well as drug policy and responses; web analyses providing special insight into key issues, called Perspectives on drugs (PODs); national data in Country overviews; the Statistical bulletin; and the Health and social responses profiles (see Main area 3).

The full EDR package for 2013 was launched to the media on 28 May at a press conference at the EMCDDA, which opened with a video message from Commissioner Cecilia Malmström (see more details in Main area 9).

Furthermore, the EMCDDA participated in national launches organised in nine EU Member States (Belgium, Bulgaria, Italy, Cyprus, Latvia, Portugal, Romania, Slovenia and Slovakia).

Furthermore, a revision of the structure of the Statistical bulletin started in 2013. The bulletin ([5]) is one of the main components of the EDR package, providing access to the data the EMCDDA uses for reporting on the drugs situation. The revision of its structure complements the emphasis on web products, to improve documentation of analyses and user-friendliness. Some early results of this revision were already visible in 2013, while full outcomes will be in place in 2015.

Another component of the EDR package is the Country overviews ([6]), containing a structured synopsis of the trends and characteristics of national drug problems for each of the 30 countries reporting to the EMCDDA. Each report contains a summary of the national drugs situation, key statistics at a glance and a barometer showing the drug use prevalence position of the country concerned in relation to the others.

During the year, work also started to prepare the 2014 EDR package. Revised data collection tools were made available to the NFPs on surveys of targeted groups, three key indicators (treatment demand indicator — TDI; problem drug use — PDU; and drug-related infectious diseases — DRID) and behavioural data.

Furthermore, as part of its contribution to the development of a European methodological framework for monitoring drug use and responses in prisons, the Centre prepared a proposal for a common European questionnaire on drug use among prisoners (EQDP), based on the assessment of 45 questionnaires from 23 European countries. The questionnaire was discussed and agreed with a group of experts at a meeting held in May. The final outputs will be published in 2014.

Another commitment for this area in 2013–15 is to improve the performance of the reporting system, based on the results of the systemic review of tools launched in 2011 (see Main area 7). This involves revising the national reporting system, which is vital in view of the reduced budget available and the resource constraints experienced by the countries reporting to the EMCDDA. There is now a clear and urgent need to rationalise investments at both EMCDDA and national data provider levels and efforts progressed in

([5]) Available at emcdda.europa.eu/stats13
([6]) Available at emcdda.europa.eu/publications/country-overviews

2013, in close consultation with the NFPs (for details, see Main area 10 — Reitox network).

Improving the performance of the reporting system involves strengthening the coherence of the reporting package, by introducing a more robust quality assurance framework for statistics. A cross-unit project on quality assurance (QA CUP) was set up in 2013 to develop a model for total data quality assurance management. In 2013, this CUP defined a set of principles for a statistical quality framework which the agency plans to adopt by the end of 2015.

As in every year, 30 quality reports were sent to the NFPs in May, providing feedback on the national reports submitted to the EMCDDA.

Monitoring and understanding drug use and problems: key indicators and epidemiology (Main area 2)

The epidemiological monitoring of drug use prevalence and patterns, as well as health and social consequences, lies at the heart of the EMCDDA's work. This helps to paint an accurate picture of the drugs situation, which in turn leads to potential solutions and an evaluation of their efficiency. Epidemiological indicators ([7]) provide the long-term, standardised time series analysis that represents the main added value of the European monitoring system. We have developed standard methodologies to allow Member States to collect information in a sound and comparable way.

By the end of 2015, the Centre will be in a position to provide an improved overview of the European drugs situation, based on a more insightful analysis of epidemiological information combined with enhanced online resources. Work started on this in 2013.

Main highlights and achievements from the area

Methodological development

In line with the three-year work programme, efforts in 2013 focused mainly on analysis and network development, in order to set solid foundations for the area. This included the preparation of new guidelines for online surveys, on cannabis disorders estimates and on the revised PDU indicator (2014 releases).

Furthermore, for the general population survey (GPS), a new European Model Questionnaire (EMQ) module on NPS was developed, based on input from an expert meeting.

In addition, the new DRID Toolkit ([8]) was published online in November for professionals working in the field.

([7]) The five indicators are general population surveys (GPS); treatment demand indicator (TDI); problem drug use (PDU); drug-related death (DRD); and drug-related infectious diseases (DRID).
([8]) Available at emcdda.europa.en/activities/drid

In line with the new EMCDDA treatment strategy (see Main area 3), the TDI prevalence module was finalised with input from an expert meeting. It will be piloted in 2014 with a number of volunteer NFPs.

Support to the European School Survey Project on Alcohol and Other Drugs (ESPAD)

The year 2013 was important for our collaboration with ESPAD. Following the Management Board's support for a closer working relationship between the agency and ESPAD in 2011, the EMCDDA became the host of the ESPAD coordination in January 2013 and during the ESPAD project meeting in October the EMCDDA was given a more formal role in ESPAD's decision-making bodies.

Furthermore, the EMCDDA hosted the meeting of the ESPAD questionnaire group in February.

A joint analysis on polydrug use patterns with the most recent ESPAD data was conducted in 2013. It includes comparisons with available data from general population adult surveys and will be published in early 2014.

Capacity building for EU and non-EU countries

Improving in-country capacity in relation to implementation and reporting on the key epidemiological indicators is a vital task. As in previous years, the EMCDDA provided support to the focal points in 2013. This included regular contacts and exchanges, and specific training activities via the Reitox Academies programme (for more details, see Main area 10 — Reitox network).

Two Reitox Academies were organised during the year: a training course on Fonte XML, including a presentation of the new template for TDI (May) for representatives from 10 NFPs; and a Reitox Regional Academy for Baltic countries, focusing on monitoring trends and responses to drug-related infectious diseases in people who inject drugs (November). This involved 16 participants and NFP experts from four Member States.

Furthermore, a workshop on epidemiology and biostatistics was organised at the end of the year by TAIEX ([9]), in cooperation with the EMCDDA and the Croatian Office for Combating Drug Abuse in Zagreb. Here, 47 national experts were trained in DRID data collection and PDU estimates.

In addition, as part of its international cooperation strategy, the EMCDDA implemented capacity-building activities for non-EU countries linked to key indicators and reporting.

Two events in 2013 were particularly relevant for countries outside the EU (for details, see Main area 8): a Reitox Academy training course on 'Contemporary approaches to drug monitoring', organised with the First Faculty of Medicine, Charles University, Prague (April), for 23 attendees from eight IPA countries; and a Reitox Academy on the prevention of infectious diseases among people who use drugs (October), involving 20 participants from five IPA countries.

([9]) TAIEX: Technical Assistance and Information Exchange Instrument of the European Commission.

Network development

A transversal priority for 2013 was the strengthening of the EMCDDA's networks of experts, which contribute, together with the NFPs, to the information and knowledge base the agency has built over the years.

A major development here was a new way of organising the annual expert meetings on the key epidemiological indicators.

To this end, the Centre organised a week-long event on 'Measuring, understanding and responding to drug problems in Europe' in September. This included a meeting on the future of treatment monitoring, the TDI annual expert meeting and the PDU annual expert meeting. Through this event, the agency sought to rationalise each meeting and create more cross-indicator analysis, hence strengthening the networks of excellence developed over the last decade.

The two other annual expert meetings, on DRD and DRID, were held at the same time in order to be more efficient.

In total, more than 250 experts attended these meetings.

Enhancing analysis

The main goal in the 2013–15 work programme is to provide an improved overview of the European drugs situation by enhancing the epidemiological analysis of certain key indicators.

To help meet this goal, five outputs were published in 2013: a Paper on *Co-morbid substance use and mental disorders in Europe: a review of the data* ([10]); along with PODs on *Trends in heroin use in Europe — what do treatment demand data tell us?* ([11]); *Preventing overdose deaths in Europe* ([12]); *Characteristics of frequent and high-risk cannabis users* ([13]); and *Emergency health consequences of cocaine use in Europe* ([14]).

Finally, the EMCDDA participated, together with ECDC, in a regional HIV risk assessment exercise launched in April. The joint risk assessment report was published in *Eurosurveillance* ([15]). The third joint ECDC and EMCDDA meeting on detecting and responding to outbreaks of HIV among people who inject drugs took place in November. This provided a platform for information exchange, namely linked to current HIV outbreaks in Greece and Romania, whilst strengthening the capacity of all participating countries to monitor and prevent further HIV infections in this population group.

([10]) Available at emcdda.europa.eu/publications/emcdda-papers/co-morbidity
([11]) Available at emcdda.europa.eu/topics/pods/trends-in-heroin-use
([12]) Available at emcdda.europa.eu/topics/pods/preventing-overdose-deaths
([13]) Available at emcdda.europa.eu/topics/pods/frequent-cannabis-users
([14]) Available at emcdda.europa.eu/topics/pods/cocaine-related-emergencies
([15]) Available at eurosurveillance.org/ViewArticle.aspx?ArticleId=20648

Monitoring demand reduction responses applied to drug-related problems (Main area 3)

Describing the demand reduction measures that reporting countries take to address drug problems is an essential part of the EMCDDA's work. These measures span prevention, treatment, harm reduction and social reintegration. Historically, the focus of our work in this area has been to provide a descriptive analysis of the services available.

In 2013, we extended the analyses to cover the availability, coverage and quality of interventions delivered across Europe. This was a very productive year, resulting in seven new outputs, five expert meetings and three training events to enhance country capacity for monitoring drug responses in the region and beyond.

Main highlights and achievements from the area

Prevention

In the prevention area, online resources were developed, including a new dedicated module in the Best practice portal.

The website was enriched with the results of the expert meeting on 'Brief intervention and motivational interviewing for young alcohol and cannabis users' in January, where European experts discussed the knowledge gaps that exist on these topics, which could be important for policy development.

Another prevention area in need of attention is coordinated programming. The agency organised an expert meeting, 'Prevention systems: how to transform evidence into practice', to explore how the evidence in prevention can be applied in prevention policy and from there in prevention practice.

A useful resource for practitioners and those working in the field is the *European drug prevention quality standards: a quick guide* ([16]), published in October. This product provides practical information on prevention quality standards to those working outside the European Union. It includes a description of the eight stages involved in the drug prevention cycle, along with a self-reflection checklist that can be used when planning and implementing prevention activities.

Furthermore, the EMCDDA Thematic paper *North American drug prevention programmes: are they feasible in European cultures and contexts?* ([17]) was published in June. It presents experiences of adapting and implementing four innovative and proven North American drug prevention programmes in Europe, showing the clear potential of transferring such programmes and avoiding the cliché of culture as a barrier to implementation.

Another key resource is the Thematic paper *Drug prevention interventions targeting minority ethnic populations: issues raised by 33 case studies* ([18]), released in April. It contains the results of a study that examined drug prevention interventions for minority

([16]) Available at emcdda.europa.eu/publications/adhoc/prevention-standard in a range of EU and non-EU languages.
([17]) Available at emcdda.europa.eu/publications/thematic-papers/north-american-drug-prevention-programmes
([18]) Available at emcdda.europa.eu/publications/thematic-papers/prevention-minority-ethnic-populations

ethnic populations in 29 European countries. A total of 33 interventions were reported to the study and the issues they raise are presented and discussed in the paper. The results will inform the EMCDDA's plans for 2013–15 in terms of monitoring drug prevention interventions particularly in three areas: data collection, design and quality, and the dissemination of knowledge.

Treatment, harm reduction and social reintegration

To meet the Centre's top priority of developing its online resources, the Health and social responses profiles ([19]) were launched with the EDR. These country-by-country 'integrated responses profiles' try to answer the question: how are countries in Europe responding to drug use in the areas of treatment, harm reduction, social reintegration and the prison environment?

The profiles were presented at a workshop on sharing evidence to improve addiction prevention and harm reduction hosted by the EMCDDA in November, organised by the Consumers, Health and Food Executive Agency (CHAFEA) (formerly known as the European Agency for Health and Consumers — EAHC), in collaboration with the EC. The event was attended by 24 European experts working on projects relating to drug and alcohol addiction and prevention and harm reduction in nightlife settings. Discussions focused on closing information gaps, improving processes for validating data at national level and increasing the visibility of the profiles.

As already mentioned, a key event in 2013 was the first EMCDDA week on 'Measuring, understanding and responding to drug problems in Europe' (see also Main area 2), which gathered experts from across the European Union, as well as the Russian Federation, South Africa, the United States and international organisations. This was the agency's first treatment-focused meeting following its new strategy on treatment data collection and analyses, published in April ([20]). The strategy provides a framework for data collection on treatment responses to drug use in Europe and aims to ensure that maximum analytical value is derived from all aspects of treatment monitoring, to enhance the agency's role in the dissemination of best practice.

Following an expert meeting, a European Facility Survey Questionnaire (EFSQ) was prepared, to collect information on drug treatment facilities in Europe in order to improve our understanding of the availability of services.

Another seminal publication is the *Models of addiction* ([21]) Insights published in June. This comprehensive report contains a critical review of existing addiction theories and explores how these can be organised into an overarching structure to inform how we assess, prevent and treat addictive behaviours. The model presented is not limited to illicit drugs, but can also be applied to alcohol, tobacco and even non-pharmacological addictions, such as gambling or compulsive use of the Internet.

Hepatitis C treatment for injecting drug users ([22]) (POD) presents some of the advances in treating the most common infectious disease among injecting drug users in Europe today, including a new generation of medicines.

([19]) Available at emcdda.europa.eu/countries/hsr-profiles
([20]) Available at emcdda.europa.eu/publications/treatment-strategy
([21]) Available at emcdda.europa.eu/publications/insights/models-addiction
([22]) Available at emcdda.europa.eu/topics/pods/hepatitis-c-treatment

A national Reitox Academy on innovative approaches in harm reduction in December (Austrian NFP) brought together 22 participants, who were presented with the most recent information on, for example, best practice in provision of naloxone to prevent drug-related deaths and how to promote opioid substitution treatment through low-threshold services.

Best practice

Identifying best practice and promoting information and knowledge sharing with the scientific community and professionals working in the drugs field are two fundamental tasks for the EMCDDA.

This area progressed significantly in 2013. Overviews of evidence on three media campaigns — the prevention of illicit drug use in young people; slow release oral morphine as maintenance therapy for opioid dependence; and methadone at tapered doses for the management of opioid withdrawal — were conducted and results published as scientific articles (see Annex 3: Outputs and products).

Furthermore, the use of mass media campaigns in drug prevention was further explored via the online analysis 'Can mass media campaigns prevent young people from using drugs?' ([23]), published in May as a POD, to support policy debate.

Developments to the Best practice portal ([24]), in line with our new communication strategy (see Main area 9), included improving its structure and usability. Content was provided by an expert meeting in October where participants, including DECIDE (Developing and evaluating communication strategies for supporting informed decisions and practice based on evidence) experts and EMCDDA staff, exchanged experience and shared best practice on how to communicate evidence to a varied audience.

The Centre also continued to disseminate knowledge on best practice in 2013. A high point was the national Reitox Academy on 'Best practices in prevention' organised by the Maltese NFP in October. This training course, attended by 23 experts, was a forum to share approaches and best practice in drug prevention, as well as to provide participants with the skills needed to critically assess the impact of drug prevention programmes, based on available evidence.

Other events on this topic included a special session during the 'Course on contemporary approaches of drug monitoring' in April (see Main area 8); and a workshop during the Reitox week (see Main area 10). The Centre also provided support to international projects such as COPOLAD and the European project 'Improving quality in HIV prevention'.

The Centre also considered the gaps that exist in the evidence available for interventions. Based on a project started in 2012, the Scientific Committee completed a Research Priority framework and submitted it to the HDG in June 2013 on behalf of the EMCDDA for consideration during the annual dialogue on research (see Main area 7).

([23]) Available at emcdda.europa.eu/topics/pods/mass-media-campaigns
([24]) Available at emcdda.europa.eu/best-practice

Monitoring drug supply and supply reduction interventions (Main area 4)

The development of new indicators in the field of drug supply and supply reduction and the launch of the first strategic overview of drug markets in Europe were the main highlights of our work in this area in 2013.

One objective of the EU drugs action plan 2013–16 is to 'enhance effective law enforcement coordination and cooperation within the EU to counter illicit drug activity, in coherence, as appropriate, with relevant actions determined through the EU policy cycle'. Action 16 calls on the Commission, Member States, the Council, EMCDDA and Europol to 'develop and progressively implement key indicators on drug supply by standardising, improving, and streamlining data collection in this field, building on currently available data'. Therefore, in collaboration with the EC and Europol, the EMCDDA scaled up activities in 2013. This included the launch of two sub-indicators (drug seizures and drug production facilities) and the creation of the EMCDDA reference group on drug supply.

Furthermore, the EMCDDA and Europol launched a strategic overview which placed drugs within the larger context of illicit markets and organised crime.

The EMCDDA also supports the EU policy cycle for organised and serious international crime 2013–17 within COSI. In particular, the EMCDDA contributes in the field of synthetic drugs (including NPS), cocaine and heroin trafficking, and provides support to Europol for the follow-up of activities initiated under the previous policy cycle on the reporting of synthetic drug production sites.

Main highlights and achievements from the area

EMCDDA Director Wolfgang Götz, Commissioner Cecilia Malmström and Europol Director Rob Wainwright at the press conference to launch the EU drug markets report, Brussels, 31 January

The key event of the year was the launch in January of the first EMCDDA–Europol *EU drug markets report: a strategic analysis* ([25]) at a press conference held by Commissioner Malmström, EMCDDA Director Wolfgang Götz and Europol Director Rob Wainwright.

In terms of key indicators in the areas of drug markets, drug-related crime and drug supply reduction, priority was given to the sub-indicators on drug seizures and drug production facilities.

We made considerable progress in the drug seizures area, with the launch of a mapping exercise in November. This will develop in 2014 and will inform the EMCDDA's proposal for a revised reporting instrument on drug seizures (see below) in 2014.

In the area of drug production facilities, the EMCDDA is developing a revised reporting instrument on cannabis cultivation, and contributes to the work on synthetic drugs production sites carried out by Europol. In 2013, a pilot study to investigate reporting practices on cannabis cultivation was launched.

([25]) Available at emcdda.europa.eu/publications/joint-publications/drug-markets

The first comprehensive overview of illicit drug markets in the European Union, the *European drug markets report* covers issues such as production, consumer markets, trafficking, organised crime and policy responses, along with a review of the markets for heroin, cocaine, cannabis, amphetamine, methamphetamine, ecstasy and NPS. It concludes with concrete action points for the areas where the current EU response to the drugs market and its consequent harms may be improved.

An essential reference tool for law enforcement professionals, policymakers, the academic community and the general public, the report combines Europol's strategic and operational understanding of trends and developments in organised crime with the EMCDDA's ongoing monitoring and analysis of the drugs phenomenon in Europe and beyond.

In recognition of its value, the report was nominated by the American Library Association in the International category for the 2012 list of notable government documents (see Main area 7).

During the course of the year, two meetings took place with Europol to develop a coordinated approach for reporting on synthetic drug production sites and data validation. A tool to improve data collected on dismantled synthetic drug laboratories was designed, to be further developed in 2014.

Moreover, current trends in illicit synthetic drug production in Europe and some of the challenges faced by law enforcement bodies were described in the POD *Synthetic drug production in Europe* ([26]).

Pilot work was also carried out on drug prices and drug availability. Improving reporting on drug purity was discussed at a forensic drug experts meeting organised by the EMCDDA in October.

Drug law enforcement activity targets the supply of drugs and provides most of the data that inform our understanding of drug supply in Europe. In 2013, the EMCDDA released a Paper on Europe's specialised drug police units called *Drug squads: units specialised in drug law enforcement in Europe*. This presented the results of a survey covering 26 European countries, analysing for the first time how drug law enforcement is organised.

Vital to developing drug supply indicators is cooperation with partners. In 2013, along with the work conducted with Europol, new initiatives were developed with Eurojust and UNODC. A Memorandum of Understanding (MoU) is currently under preparation with Eurojust. Regarding cooperation with UNODC, the EMCDDA hosted the third informal meeting of the UNODC Afghan Opiate Trade Project (AOTP) for 30 leading specialists from EU Member States, Turkey, Russia, the United States and international organisations such as the African Union.

Network development is also central to scaling up efforts in this area. In 2013, the EMCDDA set up a reference group on drug supply, including representatives from each Member State, the EC (DG Home Affairs and Eurostat), Europol and Eurojust. The group met for the first time in December.

Cooperation with CEPOL was also enhanced in 2013 (see Main area 8). One highlight was the study visit of 21 European senior police officers to the EMCDDA, in order to learn more about the EU drugs strategy, its action plans and their consequences for law enforcement cooperation in Europe; the state of the drugs problem in Europe and the EMCDDA's mandate, working methods and products.

([26]) Available at emcdda.europa.eu/topics/pods/synthetic-drug-production

In 2013, the agency also fulfilled its tasks within the OAP for 2012–13 (new policy cycle within COSI), namely in the field of synthetic drugs, and provided input to the definition of priorities for the next policy cycle.

Furthermore, the EMCDDA published a Paper on *Drug supply reduction and internal security policies in the European Union: an overview* ([27]). Focusing on the EU's internal security situation, this paper elaborates who sets policy, existing legal and funding bases and main priorities in this area.

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

The EMCDDA has a vital role to play in the detection and assessment of new drugs in the European Union under the terms of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of NPS. As in previous years, in 2013 the EMCDDA oversaw the implementation of the EWS, together with Europol and the Reitox network.

However, 2013 was a particularly demanding year. The number of NPS appearing on the market continued the upward trend started in previous years; moreover, these substances raised more public health concerns than ever before. Four data collection exercises were launched and EMCDDA–Europol Joint Reports were prepared and sent to the EC, the Council and the EMA (up from only three cases for the entire period 2010–12). The follow-on from this will have a major impact on our work in 2014.

We also continued to monitor new developments in 2013, through fine-tuned Internet snapshot and trendspotter methodologies and the development of new sources for investigation, such as wastewater analysis.

Main highlights and achievements from the area

Implementation of the early-warning mechanism

Eighty-one NPS were formally notified in 2013, representing an increase of 11 % from 2012 (73 substances). Subsequently, 86 new substance profiles were created and included in the European database on new drugs (EDND). A total of 444 reporting forms (new substances, first notifications and significant updates from Member States) were processed by the EWS in 2013.

During 2013, 16 public health-related alerts were notified to EWS correspondents.

One risk assessment exercise, on 5-(2-aminopropyl)indole (5-IT), was carried out by the extended Scientific Committee, and EMCDDA–Europol Joint Reports were prepared on four NPS: methoxetamine, AH-7921, 25I-NBOMe and MDPV.

The 13th annual meeting of the Reitox EWS network took place in June, alongside the Europol second law enforcement meeting on NPS. Over 70 representatives of the Reitox and Europol networks from the 30 EMCDDA reporting countries attended the meeting.

([27]) Available at emcdda.europa.eu/publications/emcdda-papers/sr-internal-security

The meeting was followed by the third international multidisciplinary forum on new drugs, attended by 130 participants, including the EWS network members, members of the Europol national units, representatives from the EC and the EMA, and experts from 10 non-EU countries.

The EMCDDA–Europol 2012 *Annual report on the implementation of Council Decision 2005/387/JHA* ([28]) was prepared by the two agencies and published in May. It includes information on the activities conducted in response to the decision, as well as the year's coordination activities.

A risk assessment for 5-IT was conducted by the Scientific Committee on 11 April, based on the EMCDDA–Europol Joint Report published in February 2013. The Risk Assessment Report and the technical annexes were sent to the European Council and the EC on 17 April.

On 7 October, the EMCDDA launched the information collection for the preparation of Joint Reports on four NPS: methoxetamine, AH-7921, 25I-NBOMe and MDPV. For this exercise, a revised questionnaire was tested and launched. The four Joint Reports were completed and submitted to the usual authorities in December. In January 2014, the Council informed the Centre that four risk assessment exercises now need to be conducted.

One major outcome of the Centre's work with its EWS partners was the Decision of the Council of the EU ([29]) to subject the stimulant drug 4-methylamphetamine (4-MA) to 'control measures and criminal penalties' throughout the Union. This decision was based on the findings of a formal risk assessment report from 2012.

The EMCDDA also continued to provide support to the EC during the drafting phase of the new legal instrument on NPS, which will replace the current Council Decision.

The EMCDDA played a major role in the Second international conference on novel psychoactive substances, held in September in Swansea, by presenting keynote speeches and chairing several sessions.

A new analysis on *Synthetic cannabinoids in Europe* ([30]) was published as a POD. This is the largest group of compounds currently monitored in Europe by the EWS. The POD presents current knowledge available regarding these substances, as well as trends in production, availability and use.

The information exchange with the EMA and the EU pharmacovigilance system on medicines and substances with medicinal properties continued in 2013. The EMCDDA and the EMA met in April, to discuss the data available on the misuse and abuse of medicinal products. The 2013–15 strategy and work programme sets the task of defining a conceptual framework for monitoring the misuse of medicines in the context of polydrug use. In 2013, a CUP was set up with this purpose (see Main area 7).

In terms of strengthening partnerships, the EMCDDA participated as an observer in the annual meeting of the European Network of Forensic Science Institutes in May. This network is crucial in identifying new drugs and trends within the EU. Similarly, the EMCDDA organised a forensic drug experts meeting in October on the reporting of data

([28]) Available at emcdda.europa.eu/publications/implementation-reports/2012
([29]) Adopted at the Justice and Home Affairs Council, 7–8 March 2013, Brussels.
([30]) Available at emcdda.europa.eu/topics/pods/synthetic-cannabinoids

on drug purity and composition of illicit tablets in order to inform the forthcoming introduction of EU-level supply indicators (see Main area 4); and to explore the options to increase interaction between the forensic community and the EWS.

The methodology for monitoring the Internet was improved in 2013 and a new snapshot exercise was carried out in February, leading to a list of webpages selling new drugs.

In addition, the EMCDDA is advisor to the iTrend (Internet Tools for Research in Europe on New Drugs) EU-funded project. One objective of this project is to monitor online shops selling new drugs. The kick-off meeting for the project took place in April.

Training on NPS was also delivered during the Reitox Academy held in April. A pilot Internet snapshot in seven Balkan languages was implemented at the event (see Main area 8) and at least one website selling psychoactive substances was identified for each of the languages under scrutiny.

To help improve the monitoring of new drugs and links with epidemiological data sources and expert networks, a new EMQ module on new drugs was developed (see also Main area 2) and the module has already been included in some new GPSs).

Emerging trends

Detecting new trends is an important part of the agency´s work, to make sure our monitoring systems keep pace with changes in the drugs situation. To complement work already under way, a new CUP was established in 2013 (see also Main area 7), to coordinate activities in the area of identifying, tracking and reporting on new trends.

As a response to recent developments, in July 2013, the EMCDDA launched a trendspotter study on methamphetamine trends in Europe, which culminated in an expert meeting. A paper will be released on this topic in 2014.

Another recent trend is the monitoring of drug residues in wastewater, in order to estimate drug consumption at population level. Following work started in 2012 with the SEWPROF project ([31]), the conference 'Testing the waters: first international multidisciplinary conference on detecting illicit drugs in wastewater' was co-organised by the EMCDDA and SEWPROF in May. This event brought together 90 international experts from 20 countries working in: drug epidemiology, pharmacokinetics, statistics, forensic science, analytical chemistry and environmental engineering ([32]).

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

Since its creation, the EMCDDA has monitored various aspects of drug policies. The ELDD and network of legal correspondents constitute the main resources supporting the EMCDDA's reporting on drug laws.

([31]) SEWPROF (Sewage profiling at the community level) is a research project funded by the European Commission, Marie Curie Actions, Seventh Framework Programme and Initial Training Network.
([32]) Conference documents available at emcdda.europa.eu/wastewater-analysis

Main highlights and achievements from the area

The 14th meeting of the ELDD's legal correspondents took place in October. The two-day meeting brought together representatives from the 30 EMCDDA reporting countries to exchange information on national and EU legal updates, including laws controlling new drugs. The meeting covered a broader policy agenda this year, including legislative and strategic developments, as well as public expenditure.

The EMCDDA Paper *Drug policy advocacy organisations in Europe* ([33]) was published in December. Some 218 civil society organisations actively seeking to influence drug policy were identified through an Internet search in English, French and Spanish, combined with information from national sources in 30 countries. The Paper categorises the organisations, looking at their advocacy objectives and orientations, how they pursue these, and at what political levels they operate.

Following the launch in 2011 of the ´Drug policy profiles´ series, the second profile, on Ireland, was published in February ([34]). The report explores: the country's national strategies; the legal context within which they operate; the public funds spent, or committed, to implement them; and the political bodies and mechanisms set up to coordinate the response to the problem.

A core task for the EMCDDA is the provision of data and expertise for the evaluation of the new EU drugs strategy and its two action plans. As background to this work, the POD entitled *The new EU drugs strategy (2013–20)* ([35]) presents the strategy's main features and how it aims to address Europe's changing drugs problem. The first action plan (2013–16) was adopted in June. The EMCDDA is defined as the reporting agency for 23 actions and as an actor in 15 cases.

The Centre also provides support to experts and policymakers in the area of drug policy evaluation. In 2013, Germany, Estonia, Ireland, Croatia, Lithuania, Portugal, Slovenia and non-EU countries such as Turkey and Japan were given such support.

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

An ongoing commitment to improving the scientific quality of our work is a prerequisite for fulfilling our role as a centre of excellence for the collection, analysis and dissemination of drug-related information. It is therefore a primary objective in the EMCDDA's 2013–15 strategy and work programme.

Top priorities in 2013 were to ensure the development, quality and coherence of the agency's information collection and reporting system, improve internal coordination and enhance transversal work.

([33]) Available at emcdda.europa.eu/publications/emcdda-papers/advocacy
([34]) Available at emcdda.europa.eu/publications/drug-policy-profiles/ireland
([35]) Available at emcdda.europa.eu/topics/pods/eu-drugs-strategy-2013-20

Main highlights and achievements from the area

Scientific coordination

In order to develop and improve the agency's information collection and reporting system, an overhaul of tools started in 2011 focusing on the national reporting package and the definition of a comprehensive quality assurance framework for our scientific work.

The need to modify the national reporting package gained importance in 2013 as a result of the risk of a cut in funds for 2014. A proposal for a revised package was developed by the EMCDDA, in close consultation with the NFPs (see Main area 10), and work to implement this will run for the new few years.

Development of a quality assurance framework for our scientific work is one of the key tasks of the QA CUP, set up in 2013. The CUP started by identifying and mapping quality assurance projects already in place at the EMCDDA, giving a 'quality assurance status' to each one, based on relevance for the 2013–15 work programme. In 2013, the group developed a proposal for a statistics code of practice (see Main area 1) and a follow-up action plan for the systemic review of tools project.

Two other CUPs were established in 2013: CUP Medicines (misuse of medicines in the context of polydrug use) (see Main area 5) and CUP New trends (see Main area 5). In addition, the mandate of the CUP on treatment created in 2010 was renewed (see Main area 3).

The EMCDDA has a duty to share knowledge, and partnerships with academic initiatives help us to achieve this. One example is the summer school project. Within the partnership launched in 2012 with the Instituto Superior das Ciências do Trabalho e da Empresa – Instituto Universitário de Lisboa (ISCTE–IUL), a second summer school, on 'Drugs in Europe: supply, demand and public policies', took place in July 2013. This edition was attended by 28 students (25 from 11 EU Member States and three from third countries). Students who filled in the evaluation questionnaire following the event replied that the school had met their expectations, and 95 % of them thought that the information received during the school would be very useful for their professional/academic life.

Another channel for knowledge dissemination is scientific publishing. In addition to the large number of publications released in 2013, 34 scientific articles were published, representing an increase of almost 50 % from 2012 (23 articles). The complete list of our outputs is presented in Annex 3.

As further confirmation of the Centre's scientific excellence, three EMCDDA publications were recognised among the 'Notable Government Documents of 2012' by the American Library Association (ALA), as follows: *EU drug markets report: a strategic analysis* (see Main area 4), *Cannabis production and markets in Europe* ([36]) (Insights series, 2012) and *New heroin-assisted treatment: recent evidence and current practices of supervised injectable heroin treatment in Europe and beyond* ([37]) (Insights series, 2012).

Publications are nominated which meet or surpass a range of criteria, including the lasting value and reference and bibliographic value of the publication; the degree to which the document expands knowledge or shows innovation; and the extent to which the document enhances quality of life and furthers understanding of government processes or functions or of an agency's mission. The physical appearance, browsability, searchability and usability of the publication are also acknowledged, as is its appeal to a broad audience.

([36]) Available at emcdda.europa.eu/publications/insights/cannabis-market
([37]) Available at emcdda.europa.eu/publications/insights/heroin-assisted-treatment

Drug-related research

The EMCDDA continued to follow closely both EU and national drug-related research projects, presenting the information on its website ([38]) and dedicated intranet pages.

The third EMCDDA Scientific paper award ceremony took place in November, as a fringe event at the Scientific Committee meeting. The prize celebrates scientific writing and distinguishes high-quality research in the field of illicit drugs. In 2013, there were four winners, based in Germany, Austria and Norway and at the EMCDDA.

This year's award for outstanding research was given to four authors

In 2013, the agency 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 ([39]). The results of the research gap analysis started in 2012 and of the Research Priority Framework were discussed at the Scientific Committee meeting in April. The final outcome was submitted to the HDG on behalf of the EMCDDA for consideration during the 2013 annual dialogue on research.

For the first time, the EU action plan on drugs 2013–16 mentions the EMCDDA's Scientific Committee as an actor in three actions related to drug research in Europe. The full implications of this will be addressed by the incoming Scientific Committee in 2014 (see Main area 10).

Concerning the NFPs, a forum was organised during the Reitox week in May, where recent developments in the area of drug-related research were discussed, along with the Research Priority Framework.

([38]) Available at emcdda.europa.eu/topics/research
([39]) Council of the European Union, 'Council conclusions on strengthening EU research capacity on illicit drugs', Brussels, 7 December 2009.

3

CHAPTER 3

Cooperation and collaboration with key partners (Main area 8)

Cooperation with key partners is a cornerstone of the agency's mandate. These include EU institutions, national policymaking bodies, international organisations, civil society and third countries. Through its international cooperation activities, the EMCDDA provides expertise on drug issues, whilst participating in international projects and presenting a coordinated and coherent approach to both regional and global developments.

Main highlights and achievements from the area

EU institutions

In 2013, the EMCDDA continued to support drug policy dialogue at EU level by providing its expertise to the EP, the Council of the EU and the EC.

Regarding collaboration with the EP, as already mentioned, two major publications — the *EU drug markets report: a strategic analysis* (see Main area 4) and the *European Drug Report* (see Main areas 1 and 9) — were presented by the Director to the LIBE Committee in Brussels, on 20 February and 30 May respectively.

Another important event was the visit of three LIBE Committee members to our offices in July. Barbara Dührkop Dührkop (Spain) and Carla Rossi (Italy), the two members of the EMCDDA's Management Board who were designated by the EP, also accompanied the delegation, and João Goulão, Chairman of the EMCDDA's Management Board, joined the group.

The EMCDDA also maintained strong relations with the EP on issues such as the new legal framework on NPS; the Directive on provisions on constituent elements of criminal acts and penalties in the field of illicit drug trafficking; and the launch of the Recovered Users Network (RUN), hosted by a member of the LIBE Committee.

João Goulão, Chairman of the EMCDDA Management Board, Wolfgang Götz, EMCDDA Director, Ioan Enciu MEP (Romania), Marco Scurria MEP (Italy) and Carlos Coelho MEP (Portugal) during the visit of the European Parliament's LIBE Committee to the EMCDDA's offices in July

In terms of cooperation with the Council, it is important to note the Director's presentation of the EDR to the Council of JHA Ministers on 6 June in Luxembourg.

Furthermore, the EMCDDA participated in 11 HDG meetings during the year. One highlight was the presentation of the 'EMCDDA contribution towards a methodological framework for monitoring drugs and prison in Europe' ([40]) made at the February meeting. The EMCDDA also attended various dialogues (with Russia, the United States of America, Peru), meetings of National Drug Coordinators, EU CELAC, the Central Asian Partnership and the Dublin Group. A total of 25 presentations were delivered by the agency and a comprehensive list of events attended by the EMCDDA can be found in Annex 4.

The EMCDDA also provided input to the meeting of the Committee on Political Affairs of the Euro-Latin-American Parliamentary Assembly (EuroLat) in July in Vilnius, where the EDR was presented.

As previously mentioned, the EMCDDA provides support to the EU policy cycle for organised and serious international crime 2013–17 within COSI. In 2013, the agency fulfilled its tasks regarding synthetic drugs under the OAP for 2012–13 and provided input to the definition of the priorities of the next policy cycle (see Main area 4).

Furthermore, the EMCDDA provided input to the Council Conclusions on improving the monitoring of drug supply in the EU ([41]), adopted at the Economic and Financial Affairs Council meeting in November. Based on the findings from the drug markets report, the document stresses the importance of collecting accurate, reliable and comparable data on drug supply in order to better assess the drugs situation, the dynamics of the illicit drugs market, the burden of drug-related crime and the effectiveness of supply-oriented policies.

Throughout the year, the EMCDDA provided technical input to the EC on a range of issues, including: the new legal framework on NPS (see Main area 5); policy dialogues between DG Home and Member States; follow-up of the project on Minimum Quality Standards in Drug Demand Reduction (EQUS); the EU action plan on HIV/AIDS (follow-up); the EC's evaluation of CADAP 5; and the EU–Central Asia political dialogue.

The EMCDDA hosted a workshop on sharing evidence to improve addiction prevention and harm reduction in November. This was organised by the Consumers, Health and Food Executive Agency (CHAFEA), in collaboration with the EC (see Main area 3).

EU agencies and international organisations

In 2013, the EMCDDA continued to collaborate with other EU agencies, actively taking part in inter-agency networks and meetings of the JHA agencies cluster.

The Director attended the three Heads of agencies network meetings and the Centre's staff contributed to the work of inter-agency networks, including the EU network of scientific advisors (EU–ANSA); the Heads of administration network; the ICT Managers' network (ICTAC); the Inter-agency accountants' network (IAAN); the Heads of communication and performance development networks; and the Inter-Agency Legal Network (IALN).

([40]) Available at news-europa.eu/employment-social-affairs/item/42323-consilium-advanced-search
([41]) Available at consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/jha/139606.pdf

The Centre also continued to strengthen cooperation with the European Maritime Safety Agency (EMSA), our neighbour agency in Lisbon, identifying areas for synergy (human resources management, logistics and infrastructure management, information and communication technologies). Actions in these areas will be further developed in 2014.

Along the same lines, contacts with FRA were initiated in 2013 with a view to sharing experience and building synergies in the area of performance management development.

Our collaboration with other agencies continued to gain momentum. The main agencies concerned were Europol (see Main areas 4 and 5), CEPOL and Eurojust (see Main area 4), the EMA (see Main area 5) and ECDC (see Main areas 2 and 3).

Cooperation with international organisations was also enhanced in 2013, in particular with UNODC, WHO and CICAD. Cooperation with UNODC is governed by a joint work programme. A highlight of 2013 was the third informal meeting of the UNODC's AOTP (see Main area 4) hosted by the EMCDDA, and other key events, such as the meeting of the Heads of National Drug Law Enforcement Agencies (HONLEA) in July and UNODC's international expert consultations on NPS in September.

Recent cooperation with WHO Europe focuses on prison and infectious diseases whereas cooperation with WHO headquarters in Geneva centres on the quality standards of interventions and the monitoring of treatment systems. In 2013, EMCDDA staff took part in the 'Meeting of the Technical Advisory Group on Alcohol Epidemiology' in Geneva and a meeting with the coordinator for the management of substance abuse in WHO's Vienna office.

In 2013, the EMCDDA further enhanced its cooperation with the Council of Europe Pompidou Group.

In terms of collaboration with CICAD, Ambassador Paul E. Simons, Executive Secretary, visited the EMCDDA's headquarters and the two bodies signed a new work programme (see section on activities of the Director).

Furthermore, in the autumn COPOLAD collaborated with the Centre on a thematic twinning course on 'Analysis and interpretation of drug-related data', attended by 28 experts from 15 Central American countries and experts from European countries and CICAD. Discussions focused on the challenges in compiling and disseminating drug-related data and in developing drug policies.

Candidate and potential candidate countries

Cooperation with candidate and potential candidate countries continued in 2013 within the framework of the IPA 4 technical assistance project for preparing beneficiary countries (Iceland, the former Yugoslav Republic of Macedonia, Albania, Bosnia and Herzegovina, Montenegro, Serbia, and Kosovo ([42]) for their participation in the work of the EMCDDA.

([42]) This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

An external evaluation of the IPA project was commissioned by the EC and carried out by independent evaluators in March. The evaluation report was very positive — the project implemented so far received top marks ('very good') for four out of the six criteria monitored (relevance, quality of design, efficiency, impact). The two remaining criteria were graded as 'good'.

An important component of the IPA project is capacity building. In 2013, this was mainly achieved through several Reitox Academies. One Academy, on 'The European Union, the EU drugs policy and the enlargement process under the Lisbon Treaty', was implemented jointly with the College of Europe in February. The training covered several aspects of the enlargement process, EU policies, strategies and action plans. Twenty-two participants representing all IPA 4 beneficiary countries attended the course.

Group photo from the Reitox Academy held in Bruges in February

The Reitox Academy training course on 'Contemporary approaches in drug monitoring' was organised with the First Faculty of Medicine of Charles University in Prague in April. In total, 23 representatives representing all eight IPA beneficiary countries and three representatives of EU Member States took part. The overall aim of the week-long training course was to train professionals on how to organise a drug information system, to collect, analyse and interpret drug-related data, and to provide their different audiences with information on the drugs situation.

The Academy on 'Prevention of infectious diseases among people who use drugs' took place in Sarajevo in October with 20 experts from Albania, Bosnia and Herzegovina, Kosovo, Montenegro and Serbia. This focused on policies and measures to prevent and control infectious diseases and other health consequences related to injecting drug use in the Western Balkan countries, along with key measures for prevention and service provision.

Furthermore, experts from IPA 4 beneficiary countries took part in various EMCDDA expert meetings, including the annual expert meetings on GPS, TDI and PDU (see Main area 2).

Other project results in 2013 included the assessment of forensic laboratory capacities carried out in five countries (Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Serbia and Kosovo), to further develop data collection of DRD data; support for the implementation of GPS in three countries (Serbia, Kosovo and Albania); support for the implementation of TDI (ongoing in all IPA 4 beneficiary countries); and Country overviews for Albania, the former Yugoslav Republic of Macedonia, Serbia and Kosovo (in English and national languages), published as part of the EDR package ([43]).

([43]) Available at emcdda.europa.eu/countries

European Neighbourhood Policy countries and third countries

Professionals from five ENP countries (Armenia, Georgia, Israel, Moldova and Ukraine) and Russia attended the second Reitox week, and updated Country overviews for Ukraine, Georgia and Tajikistan were published online.

In 2013, the EC awarded the EMCDDA financing of EUR 450 000 for implementing a two-year technical assistance project in ENP countries. 'Towards a gradual improvement of ENP partner countries' capacity to monitor and to meet drug-related challenges' will help strengthen the capacity of selected ENP partner countries (Armenia, Azerbaijan, Georgia, Israel, Moldova, Morocco, and Ukraine) to respond to new challenges and developments on the drugs situation. Implementation will start in 2014.

In July 2013, the Management Board mandated the EMCDDA Director to negotiate a MoU or cooperation agreement for formalising cooperation between the EMCDDA and the National Security Council of the Republic of Armenia. In August, a first draft was sent to the Secretary of the National Security Council for comments.

4

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 within an appropriate 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. The integrated communication strategy, adopted in 2012, sets out the fundamental principles for communicating our knowledge and presents the tools available to build and nurture relations with our stakeholders, target audiences and partners.

Activities in 2013 were guided by this strategy, which aims to ensure that communication activities are not an isolated function at project end, but an integral part of the agency's scientific and technical work. At a time of heightened need for an efficient use of resources, this holistic and multidisciplinary approach pools scientific and technical expertise to produce pertinent and cost-efficient results. In 2013, a range of communication activities supported this aim, 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 2013–15 work programme.

Main highlights and achievements from the area

Integrated communication infrastructure developed

Work to implement the integrated communication strategy ([44]) concentrated on defining efficient and quality-controlled workflows, ensuring an organic approach to product conception and improving timeliness through better planning. We began to work on performance indicators to help us better assess the impact of our activities.

The EMCDDA product range was reviewed and rationalised to achieve a better mix of print and online products, taking into account new information-seeking behaviours and the need to save costs. The range of product types has been simplified, the number of

([44]) Available at europa.eu/publications/communication-strategy

printed products reduced, and publication formats adapted to better suit the content being presented. The design of all products was rethought and refreshed in the updated EMCDDA corporate identity. The brand refresh was launched according to plan on 28 May with the EDR package, and work to revamp all products, stationery and other outputs continued throughout the year.

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 on audience engagement was prepared, and mapping of our stakeholders commenced with 'academia'.

Finding an effective and sustainable linguistic strategy is an important element in the dialogue with our audiences. A reduced budget meant that translation decisions were based on overall impact, with a preference for shorter texts. However, we received an increasing number of requests from NFPs and other nationally based organisations for permission to translate EMCDDA titles — especially Manuals, Guidelines and Handbooks — and new translation guidelines were developed to deal with these requests. The glossary product continued with 37 new terms defined and sent for translation, and it was expanded to include Croatian.

Internal communication advanced with the finalisation of an internal communication strategy, which was redrafted to incorporate the results of the staff opinion survey. There was considerable development of the intranet as a main channel for sharing in-house information.

Publishing high-quality and timely products

Forty-one online and printed products were launched in 2013, including: the EDR package (*Trends and developments* report (in 23 languages), 11 PODs, Statistical bulletin, 30 country overviews, Health and social responses profiles and 30 National reports); one Insights; one toolkit; three joint publications (two linked to Council Decision 2005/385/JHA — see Main area 5); six Papers/Thematic papers; one Drug policy profile; one Data collection strategy; one brochure and one ad hoc publication; six institutional publications; and four issues of Drugnet.

Keeping abreast of the numerous products that the information agency produces has been greatly facilitated by a products database and monthly follow-up meetings that plan work and decide the best use of available resources (see also Main area 7).

The costs involved for the preparation and launch of the EDR in 2013 represented a substantial saving in relation to the cost of the former *Annual report* whilst providing a package that delivered better quality, variety and usability. The cost of this output dropped by more than half (from EUR 653 108 in 2012 to EUR 257 087 in 2013).

All products were disseminated via the EMCDDA website and social media channels, along with news releases to mark the launch of key products.

Increasing the relevance and impact of the EMCDDA's online presence

The EMCDDA website is at the heart of activities planned for 2013–15, and work started on a number of parallel projects. An inventory of existing content was performed, for

further analysis in 2014. The look of the website was overhauled in line with the refreshed corporate identity, and findability of, content enhanced with a reconceived home page.

We improved access to the wealth of EMCDDA data by developing interactive products and data visualisations, e.g. the designed-for-the-web PODs and the Health and social responses profiles — incorporating the necessary quality controls.

We developed the audiovisual channel using in-house expertise and produced 13 videos that had attracted nearly 12 000 views by the end of the year. We also integrated our social media activities better with the website.

Implementing a new content management system underpins our ability to improve efficiency and performance in this area. We selected the tool Drupal for this purpose, following a study of the market.

An example of videos produced in 2013

Enhancing visibility, reputation and recognition

Some 30 staff members participated in the 'Representing the EMCDDA' programme, which is designed to boost the ability of staff to represent the agency externally and to communicate the EMCDDA's mission.

The EMCDDA organised, or was represented at, several prominent events throughout the year. This included major international scientific conferences, such as Global Addiction 2013 and the European Society for prevention Research (EUSPR), among others. In collaboration with neighbour agency EMSA, the Lisbon municipal authorities and the EP and EC offices in Lisbon, the agency opened its doors to the Lisbon public for a day on 18 June, to mark the naming of the square where the agency has its headquarters as Praça Europa.

Furthermore, the agency had stands or displays at the 56th session of the Commission on Narcotic Drugs, the European Institutions Open Day and the European Scientific Conference on Applied Infectious Disease Epidemiology (ESCAIDE) 2013, to name but a few. Conference brochures and materials were developed to support the Second international conference on novel psychoactive substances in Swansea, the Third international multidisciplinary forum on new drugs and the Testing the waters conference. Annex 4 presents a comprehensive list of events attended by EMCDDA staff during the year.

Moreover, the EMCDDA organised 45 external visits to its offices in 2013, representing about 260 visitors. Support and visibility was given to the visits programme, including customised information packs and website and social media coverage (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. The *Models of Addiction* Insights report was launched then, along with news release/social media coverage.

Building sound contacts and relations with journalists and providing media-friendly information continued to be a priority in 2013. During the year, 12 news releases and 13 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. Special focus was given to expanding media contacts in Croatia, the three Baltic countries and Portugal. Press events relating to the release of the *EU drug markets report* included a jointly conceived and executed launch with Europol and Commissioner Malmström's press office, and the EDR package launch included a press briefing and press conference with a video delivery by Commissioner Malmström. Media relations support was also provided to the EMCDDA Scientific paper award and the third new drugs forum in June.

The EMCDDA continued its monthly reporting cycle on press requests and coverage via press activity reports and registered close to 200 (194) press requests during the year (compared with 166 in 2012).

Press reviews were also compiled in the wake of key events. Results relating to the EDR showed a total of 1 800 items of coverage (30 countries + 'Europa' + EU institutions + international). The countries with the highest coverage were Germany, Spain, France and Portugal. Out of this total, 584 items were recorded in the international category from 58 countries.

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 on the EDR 2013 was estimated at EUR 7 460 807 and the total OTS at 1 017 813 503, representing substantial increases compared with the Annual report in 2012 (AVE for 30 countries + three categories was EUR 2 287 156 and the OTS was EUR 187 501 022).

Another key event with impressive media coverage was the launch of the *EU drug markets report: a strategic analysis* (see Main area 4). The total number of articles related to this event was 435. The three countries with the largest volumes were Germany, Ireland and Italy with total volumes of 53, 38, and 24 respectively. Web-based media provided the highest number of articles, 170 (52 %).

Special focus on Croatia

The EMCDDA participated in an event for Croatian journalists in Zagreb on 16 July. This took place in the context of a strategy in 2013 to boost press activity with Croatia at the time of its accession to the EU and to expand media contacts there. A press review was prepared in the wake of this event.

The EMCDDA also received a visit from 23 Croatian journalists in May. The study visit, entitled 'On the path of EU funds', was funded by the Delegation of the EU to the Republic of Croatia. The Director's visit to Croatia on 22 October was also promoted (see Main area 10).

Supporting scientific knowledge and research (library and documentation services)

Tailored information was proactively distributed to EMCDDA staff, and a literature search was carried out to support projects. The library received 530 individual requests during the year. A total of 1 073 items were added to our in-house catalogue in 2013. The library service was embedded as an intrinsic part of EMCDDA projects. Bulletins on a range of topics (co-morbidity, treatment, infectious diseases and prisons) were distributed every two weeks, both to EMCDDA staff and to interested external users (23 bulletins on 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 at the meeting of the Science Health and Environment Cooperation area group of libraries in Ireland and via social media.

Governance, management and networks (Main area 10)

This year marked the start of the implementation of recommendations arising from the third external evaluation of the agency, along with tasks to enhance governance and management at the start of the new three-year strategy.

However, as already mentioned, 2013 was also a challenging year. The cut in the Centre's subsidy for 2014 already had repercussions in 2013. The Director and his staff worked hard to develop a realistic plan of action in order to lessen the impact of the impending budget restrictions. This included a set of measures to rationalise use of human, financial and material resources in 2013, along with an exercise to prioritise the work planned for 2014.

Main highlights from the area

Management Board — main decisions

The Management Board met twice during the year, on 4–5 July and 5–6 December.

For the first time, following Croatia's accession to the EU on 1 July, representatives from this country took part in the July meeting.

At the same meeting, the Management Board gave a favourable opinion on the final accounts for 2012 and congratulated the Director and his staff on the best budget implementation results ever achieved by the agency.

The Management Board welcomed the final monitoring report linked to the 2010–12 work programme, which demonstrated the agency's positive overall performance.

The Board gave the Director the mandate to negotiate a MoU between the EMCDDA and the National Security Council of the Republic of Armenia.

EMCDDA staff provided the Management Board members with an overview on the Centre's activities on polydrug use, and with an update on scaling up the area of supply and supply reduction.

The EC invited the Board members to comment the draft vacancy notice for the recruitment of a new EMCDDA Director, as the post of the current Director expires on 30 April 2015, and gave details of the time schedule for the recruitment procedure.

The EMCDDA's 2014 budget and work programme were key points on the agenda at the 48th meeting, which took place on 5–6 December.

The Management Board gave its final seal of approval to the 2014 work programme. All planned activities were prioritised according to three levels, and key performance indicators and corresponding annual targets were defined for the areas of governance, administration and information and communication technology (ICT), further to the action plan endorsed by the Management Board in July. The EMCDDA Scientific Committee and the EC gave a favourable opinion on the draft work programme submitted by the Director.

A budget of EUR 15 183 962 (28 Member States and Norway) was adopted for 2014, on the basis of an EC subsidy of EUR 14 794 000. This shows a drop of EUR 1 310 000 in relation to the provisional budget prepared for 2014, and a cut of around EUR 756 000 in subsidy compared with 2013. In this context, one of the measures in the 2014 draft budget is a reduction of 20 % in the maximum possible co-financing available for each NFP.

The Board adopted a revised EMCDDA Financial Regulation, to comply with the new Framework Financial Regulation adopted by the EC, in view of its entry into force on 1 January 2014, and endorsed the EMCDDA action plan further to the Internal Audit Service of the EC (IAS) 2013 audit on budgeting and monitoring.

The Management Board adopted the text of the MoU between the EMCDDA and Eurojust, and mandated the Director to sign it.

Ms Laura D'Arrigo (France) and Mr Franz Pietsch (Austria) were elected as members of the Executive Committee for 2014–16 inclusive. The Vice-Chair, Mr Claude Gillard (Belgium), was appointed as observer from the Management Board on the EC's pre-selection panel for the recruitment of the new Director.

The Management Board appointed 15 members of the EMCDDA Scientific Committee for the period 2014–16, and prepared a reserve list of 15 members.

The Management Board took note of the key elements of the agency's staff policy plan for 2015–17. At both meetings, the Director provided the Board members with information on his external activities and also reported on recent developments in cooperation with non-EU countries, international organisations and other EU agencies in December.

The Board finally discussed the EC's proposal for a draft Regulation on NPS, and was also invited to provide input to the EC's Communication on the future agenda for Home Affairs.

MEETINGS OF THE MANAGEMENT BOARD		
4–5 July	Lisbon	47th meeting of the Board
5–6 December	Lisbon	48th meeting of the Board

Executive Committee – main decisions

In 2013, 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. Mr Gillard informed the meeting that he would be representing the Chair at a meeting of Chairs and Vice-Chairs of EU agencies to discuss the implications of the Common Approach on EU decentralised agencies endorsed by the EU institutions and the consequent roadmap for agencies.

On 4 July, the Executive Committee prepared for the Management Board meeting starting later that day. The Budget Committee and the Executive Committee congratulated the Director, the accountant and the financial management team on the very clear accounts and the excellent level of budget execution in 2012.

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 2013 budget by the Management Board, in order to be able to reallocate resources without delay. The Executive Committee also commented on the documents for the December Management Board meeting.

The regular meeting of the Executive Committee was followed by a second meeting, during which the Committee established a shortlist of 15 members for the new EMCDDA Scientific Committee and a reserve list of 15 members, to be approved by the Management Board in December.

On the morning of 4 December, the Executive Committee prepared for the Management Board meeting starting the next day.

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

MEETINGS OF THE EXECUTIVE COMMITTEE	
7 May	Lisbon
4 July	Lisbon
15 October	Lisbon
4 December	Lisbon

Scientific Committee

The Scientific Committee convened for regular meetings twice during 2013 (see box below).

The risk assessment for 5-(2-aminopropyl)indole (5–IT) was successfully conducted by the Scientific Committee on 11 April, in conjunction with the Committee's regular meeting (see Main area 5).

In April, special sessions were dedicated to the new EDR package and to setting priorities in the EMCDDA's work programmes. The Committee also prepared a contribution to the HDG's annual dialogue on research, based on the EMCDDA's gap analysis on evidence

available for treatment effectiveness and research priorities (see Main areas 3 and 7). In November, the Committee had an in-depth discussion with the scientific staff on the draft 2014 work programme before adopting their formal opinion on it.

The Scientific Committee also made a significant contribution to the EMCDDA Scientific paper award (see Main area 7).

Scientific Committee members peer-reviewed the following EMCDDA publications: the *Trends and developments* report (EDR); *Drug policy advocacy organisations in Europe* (EMCDDA Paper, December release); *Treatment of cannabis-related disorders* (Insights); the Drug policy profiles of Poland and Austria; and a Paper on intergovernmental (regional) drug strategies (the last four will be 2014 releases).

The mandate of the Scientific Committee members came to an end in December 2013. A call for expressions of interest for members was published in the Official Journal of the EU and on the EMCDDA website on 22 January. In total, the agency received 79 applications from 63 candidates. Following a pre-selection panel meeting, the Executive Committee met in mid-October to assess the panel's proposal and agreed with its shortlist of 15 candidates and reserve list of 15 candidates.

At its December meeting, the Management Board appointed the new Scientific Committee members and established a reserve list.

MEETINGS OF THE MANAGEMENT BOARD		
11–12 April	Lisbon	38th meeting of the Committee
7–8 November	Lisbon	39th meeting of the Committee

External evaluation of the EMCDDA

The third external evaluation of the EMCDDA was finalised in 2012. This resulted in 15 recommendations. An action plan to follow up these recommendations was prepared by the Centre and endorsed by the Management Board in July 2012. It defined the measures to be taken during the implementation of the 2013–15 work programme.

The Centre carried out an internal assessment to measure the progress achieved after the first year of implementation of the triennial work programme. On the whole, the exercise showed positive progress in implementing the 15 recommendations (for details see Annex 8 online). A key performance indicator (KPI) was included in the 2014 work programme ([45]) in order to measure the implementation of the follow-up action plan.

EMCDDA Director — Main activities in 2013

Management in the agency was the responsibility of the Director supported by his team of managers. Regular Heads of unit meetings were organised throughout the year (10 in 2013). These meetings are the agency's main managerial forum, addressing both strategic and operational issues. In addition, the Coordination group met 17 times to support the Heads of unit meetings.

([45]) Available at emcdda.europa.eu/publications/work-programmes/2014

In addition, through his activities, the Director helped increase the visibility of the Centre and consolidate the credibility of its work, by building and strengthening partnerships.

Francisco Cumsille, Coordinator of the Inter-American Drugs Observatory, Ambassador Paul E. Simons, Executive Secretary of CICAD-OAS, Wolfgang Götz, EMCDDA Director, and Alexis Goosdeel, Head of the Reitox and international cooperation unit during CICAD's visit on 6 November

EU institutions

A key moment in the EMCDDA's relations with the EC in 2013 was the launch of the *EU drug markets report: a strategic analysis* in Brussels on 31 January at a press conference together with Commissioner Malmström and the Director of Europol, Rob Wainwright. The Director of the EMCDDA also presented the report to the LIBE Committee of the EP in Brussels on 20 February. He subsequently presented the EMCDDA's 2013 EDR to the international press at the EMCDDA headquarters on 28 May and to the LIBE Committee on 30 May. The EDR was then presented to a JHA Ministers meeting at the Council of the EU in June. In July, Mr Götz welcomed a delegation of Members of the European Parliament (MEPs) from the LIBE Committee to the EMCDDA's offices.

The Director also had several meetings in Brussels with EC representatives, including Ms Lotte Knudsen, Director of the Criminal Justice Directorate in DG Justice, Mr Reinhard Priebe, Director of the Internal Security Directorate in DG Home Affairs, and other officials.

The Director welcomed Mr Fredrik Ekfeldt from the EU Intelligence Analysis Centre of the European External Action Service to the EMCDDA's offices in Lisbon.

On the margins of the Assembly of Agency Staff Committees meeting, the Director had a meeting with Mr Frutuoso de Melo, Deputy Director-General, DG Human Resources and Security, and with the Executive Director of EMSA.

In the framework of audit visits to the Centre, Mr Götz met with representatives of the European Court of Auditors and the Internal Audit Service.

The EMCDDA organised the 33rd meeting of the Data Protection Officers, which ran from 28 February to 1 March, and the European Data Protection Supervisor and the Director made a welcoming address at the event.

EU agencies

Regarding relations with the other EU agencies, the Director attended the two Heads of agencies network meetings held in Brussels, and the meeting organised by the European Railway Agency in Valenciennes.

Mr Götz also participated in the third informal strategy meeting of Home Affairs agencies, organised by CEPOL in Bér Nógrád (Hungary), and a meeting of the JHA group of agencies organised by the same agency in Bramshill (UK).

In addition to his regular meetings with the EMSA Director, Mr Götz met with the Executive Directors of EMSA and the European Fisheries Control Agency with the specific aim of exploring areas for further inter-agency synergy.

Relations with EU Member States

In January, the Director attended the presentation of the external evaluation of the Portuguese national plan to combat drugs, organised by SICAD (Serviço de Intervenção nos Comportamentos Aditivos e nas Dependências — General Directorate for Intervention on Addictive behaviours and Dependencies). Later in the year, he also took part in SICAD's first Congress, held in Vimeiro.

In Lisbon, Mr Götz attended two ceremonies linked to the environment directly surrounding the EMCDDA's offices. The main event was the renaming of the square in which the agency's office is located (Praça Europa), in the presence of Lisbon's Mayor, Mr António Costa, and the President of the European Parliament, Mr Martin Schulz, who then met with Mr Götz. The Director also attended the official ceremonies to celebrate the Portuguese national day on 10 June, presided over by Mr Aníbal Cavaco Silva, the Portuguese President.

On 22 January, Mr Götz signed a MoU between the EMCDDA and the First Faculty of Medicine of Charles University, Prague. The first outcome of this MoU was the organisation of a Reitox Academy training course for IPA 4 beneficiaries in April.

In February, the Director welcomed a high-level delegation from Croatia to the EMCDDA, including two members of the Croatian Parliament, the Director of the Office for Combating Drug Abuse of the Government of the Republic of Croatia and other senior officials. Director Götz also attended the workshop on the National Drugs Monitoring System in Zadar in October.

In March, a delegation from the German Federal Intelligence Service visited the Director.

Mr Götz met with several ambassadors and their delegations during the year, including Mr Hans Michael Kofoed-Hansen, Ambassador of Denmark, and Mr Lars Rasmussen, Spokesperson of the Municipality of Copenhagen responsible for Social Affairs; Mr Helmut Elfenkämper, Ambassador of Germany; Ms Nathalie Auvray, Attaché for Internal Security, and Mr Daniel dos Santos, Senior police officer responsible for organised crime and drug trafficking from the French embassy; and the Greek Ambassador Mr Panos Kalogeropoulos. Throughout the year, he also had bilateral meetings with ambassadors of other EU Member States and attended a number of receptions held to mark national days at the embassies of EU Member States.

As in previous years, on 26 June the Director welcomed the ambassadors in Lisbon as well as representatives of the Portuguese authorities to a reception at the EMCDDA's premises to mark the International Day against Drug Abuse and Illicit Trafficking.

Relations with non-EU countries

In January, the Director received a visit from the Swiss Ambassador to Portugal, and in March he received a visit from Mr Ehud Gol, Ambassador of Israel, and Mr Lior Keinan, Councillor at the embassy. The main topic for discussion was the preparation of the MoU between the EMCDDA and the Israel Anti-Drug Authority. In September, Mr Götz welcomed Israel's new Ambassador to Portugal, Ms Tzipora Rimon, to the EMCDDA's offices.

On the margins of the Reitox week in May, Mr Götz met with three representatives from the National Security Council of the Republic of Armenia (Mr Arthur Baghdasaryan, Mr Artashes Avoyan and Mr Varuzhan Bolorchyan) to discuss further cooperation between the National Security Council and the EMCDDA.

Ambassador Paul E. Simons, Executive Secretary of CICAD, met with the Director in November during his visit to Portugal.

Other organisations and bodies

Mr Götz received the outgoing and incoming Directors of MAOC-N (the Maritime Analysis and Operations Centre — Narcotics), Mr José Ferreira Leite and Mr Frank Francis respectively, in October. He further met with the new Director of MAOC-N in November and December.

The Director addressed the participants of the First international congress on drugs and drug addiction, organised by the 'Instituto Superior de Ciências Educativas' (ISCE) and the Centre for Drug Misuse Research Scotland, which took place in Lisbon from 23 to 25 May.

Data protection activities

Implementation of data protection activities continued throughout the year, in order to ensure compliance with the rules applicable to EU bodies (Regulation (EC) 45/2001). Issues addressed included: future guidelines on e-communications; business continuity plan; appraisal and training processes; public procurement, external experts and grants; and auditors' access to personal data.

The 33rd meeting of the Data Protection Officers and the European Data Protection Supervisor took place at the EMCDDA and was attended by 58 participants from EU institutions, agencies and other EU bodies.

Collaboration with the host Member State

The EMCDDA pays particular attention to its relations with its host country, Portugal. In 2013, the Centre maintained regular contacts with the Ministry of Foreign Affairs and the Municipality of Lisbon. As already mentioned, one key event was the inauguration by the President of the European Parliament, Martin Schulz, and the Mayor of Lisbon, António Costa, of Praça Europa, the square where the EMCDDA and EMSA are located.

Wolfgang Götz, EMCDDA Director, Martin Schulz, President of the European Parliament, António Costa, Mayor of Lisbon and Markku Mylly, Executive Director of the European Maritime Safety Agency, during the inauguration of Praça Europa in Lisbon [Photo courtesy of the Câmara Municipal de Lisboa]

Collaboration with Croatia, new Member State

Another major development during the year was the enlargement of the EU with a new Member State, Croatia, from 1 July. A few days later, at the Management Board

meeting, the Chair welcomed the representatives from Croatia to the Board, and presented the highlights of cooperation between Croatia and the EMCDDA. In October, the Director made his first official visit to Croatia, opening a workshop organised by TAIEX, in cooperation with the EMCDDA and the Office for Combating Drug Abuse of the Government of the Republic of Croatia, in Zadar. The aim of the workshop was to showcase Croatia's achievements to date in developing its national drug information system and to increase the visibility of the EMCDDA and the NFP in the country.

External visitors

In 2013, EMCDDA staff coordinated or organised 45 visits by external parties, involving 260 visitors.

Interest in the EMCDDA's activities continues to grow steadily. The EMCDDA's work is relevant for a variety of target groups, including policymakers, scientists and researchers, practitioners and European citizens.

Some visits aimed to improve the visitors' understanding of the EMCDDA's mandate and activities. Such groups included law students and representatives of the Dutch United Nations Student Association, journalists from Croatia, pharmacists from France, German police officers, scholarship holders from the Hanns Seidel Foundation of Munich and students from the Faculty of Pharmacy of the University of Lisbon.

Other visits focused more on discussing possible cooperation and an exchange of technical knowledge. High-level representatives from international organisations, such as the Executive Secretary of CICAD–OAS, the National Secretary for Drug Policies of Brazil and the General coordinator of the Brazilian Monitoring Centre on Drugs, all visited the agency. In the same vein, the Home Office Minister for Crime Prevention from the United Kingdom visited the EMCDDA as part of a reassessment of the UK's policy on drugs and drug addiction.

Among third countries, we should mention visits by a group of university students from the Addiction Programme of the Public Health Department of Syracuse University (USA), a delegation from the Turkish Ministry of Family and Social Policies, a delegation of researchers and writers from Japan and the visit of the Deputy Mayor of Rio de Janeiro.

Strategic planning, monitoring and reporting

The *General Report of Activities* 2012 ([46]) was published online on 14 June, as required by the agency's recast Regulation. The report was substantially improved, including a new annex (Annex 5) on the detailed implementation of the 2012 work programme. This helps increase the Centre's transparency and accountability towards its external stakeholders. Furthermore, the report was presented in a new layout, in line with the refreshed corporate identity launched in 2013.

The final monitoring report for the EMCDDA´s 2010–12 strategy and work programme was presented to the Management Board at its July meeting. The report showed that the EMCDDA performed well during the period. Out of the 15 objectives defined by the

([46]) Available at emcdda.europa.eu/publications/general-report-of-activities/2012

documents concerned, 12 were fully achieved (80 %) ([47]) and three were partly achieved. In addition, 104 publications were released and 90 scientific articles were published.

The 2014 work programme adopted by the Management Board in December ([48]) gives, for the first time, priority levels to activities and defines, also for the first time, KPIs for three main areas: governance, management and networks (Main area 10); administration: supporting core business (Main area 11); and ICT (Main area 12).

Internal control systems and risk management

In order to improve financial management, financial circuits were clearly defined, along with the roles and duties of the staff members involved. This included authorisations to access the ABAC system, including back-up arrangements. Manuals of procedures, including checklists, were adopted and implemented. Exceptions relating to non-compliance with the Financial Regulation rules 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

The second Reitox week was held in May 2013 and the first two days of the meeting were open to IPA and ENP countries (see Main area 8) to encourage a broad exchange of experience. In total, representatives from over 40 countries attended the event. The last two days were dedicated to the HFP meeting.

The next HFP meeting took place in November. It focused on the EMCDDA's 2014 work programme and the proposal to review the national reporting system.

The revision of the national reporting system is part of the action plan to implement the systemic review of tools started in 2011 (see Main areas 1 and 7). The revision also needs to respond to the diminishing resources available at reporting country level and the cut in human and financial resources experienced by the EMCDDA. This was a critical concern in 2013, following the already mentioned unexpected drop in the EU subsidy to the EMCDDA for 2014, which will impact on the co-financing of NFPs.

In view of this difficult reality, the NFPs welcomed the proposal for a new Reitox national reporting system, which should allow the Centre and the NFPs to better address the information needs of European and national stakeholders alike while rationalising resources.

Following a project started in 2012 to enhance the organisational capacity of NFPs, a technical meeting took place in March with six volunteer NFPs. Based on the outcomes of the meeting, a roadmap for implementing the project was prepared and discussed at the HFP meeting in May. The project will continue in 2014, in line with available resources.

([47]) This analysis reflects the proportion of objectives achieved out of the total number of objectives defined in the EMCDDA 2010–12 work programme. It does not reflect the weight of different objectives to the overall achievement status, which requires a more in-depth, qualitative assessment.
([48]) Available at emcdda.europa.eu/publications/work-programmes/2014

MEETINGS OF THE REITOX NETWORK		
21–24 May	Lisbon	Second Reitox week
23–24 May	Lisbon	48th Reitox meeting of heads of focal points
27–29 November	Lisbon	49th Reitox meeting of heads of focal points

On-site institutional support was provided to six countries (upon request), in order to improve their data collection and reporting. Specific training on grant management was provided to Croatia, to help prepare the country for submitting its first grant request to the EMCDDA.

In addition, four Reitox Academies were organised during the year: one on Fonte Training XML (including a presentation of the new Template for TDI) to enhance the skills of 10 NFPs in using XML for reporting data; a Regional Academy for Baltic countries on monitoring trends and responses in relation to drug-related infectious diseases among people who inject drugs, attended by 16 participants and NFP experts from four Member States; a National Academy on 'Best practices in prevention' organised by the Maltese NFP and attended by 23 experts; and a National Academy on innovative approaches in harm reduction, organised by the Austrian NFP (see Main area 3), the 22 participants in which were provided with the most recent information on best practices in provision of naloxone to prevent drug-related deaths and on how to promote opioid substitution treatment through low-threshold services.

Administration: supporting core business (Main area 11)

One of the main commitments in the EMCDDA's 2013–15 work programme is to increase efficiency and maximise value from activities and investments. Administration tasks at the EMCDDA contribute significantly to meeting this goal, whilst providing high-quality services to core business.

Main highlights and achievements from the area

Financial management

EMCDDA procedures, manuals and templates were revised in order to meet the requirements of the revised general EU Financial Regulation which entered into force on 1 January 2013, and financial staff members were trained in how to implement the new rules.

The Financial Regulation applicable to the EMCDDA was also revised and the document was adopted by the Management Board on 5 December.

Further measures to improve budget implementation and the use of resources were in place. As a result, an outstanding budget execution rate was achieved (see below), consolidating the levels obtained in 2012. In addition, tendering procedures were further rationalised, leading to a reduction of 5 % in negotiated procedures with a single tender and a 24 % increase in order forms related to framework contracts. The average time for making payments was also reduced.

TENDERING	2013 figures
Negotiated procedures — disp. Art. 126 (exceptional procedures)	0
Negotiated procedures — single tender	172
Negotiated procedure — at least three candidates	4
Open procedures	5
EC framework contracts joined	2
New framework contracts launched	3
Order forms related to framework contracts	114

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

As previously mentioned, the EMCCDA once again achieved an outstandingly efficient management of its budget (execution rate) in 2013, as follows:

Commitments	99.74 %
Payments made	97.71 %
Consumption of 2012 (C8) credits ([49])	95.14 %

As in 2012, this was possible only because of the efforts of all staff involved, across all core business and support areas. It was also thanks to the improved budget management practices applied during the year.

In addition, the 2014 budget and a preliminary budget for 2015 were adopted by the EMCDDA Management Board.

Human resources

Major tasks for this sector in 2013 were preparing the EMCDDA's human resources processes and policies for the revised EU Staff Regulations, due to enter into force on 1 January 2014. Actions focused on the revision of pecuniary rights and entitlements, along with new recruitment templates.

In addition, the EMCDDA contributed actively to discussions concerning the new Staff Regulations held between the EC (DG human resources) and the EU agencies.

A follow-up action plan to the staff opinion survey carried out in 2012 was further developed and implementation of two interventions got under way.

A prevailing objective in 2013 was to further develop the EMCDDA's working and output capacity by maximising training opportunities for staff. Individual training plans were set during the annual staff performance appraisal exercise and training was delivered in line with available resources. The total number of training days increased by 25 % from 2012 figures (see table below).

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

TRAINING PROVIDED IN 2013	
Total number of training days	422
Training courses per staff member (average)	2.5
Training days per staff member (average)	4.1

Infrastructure and logistics

The EMCDDA's business continuity plan (BCP) was developed and approved by the Director. The document identifies the organisation's critical work processes, business functions, assets and records and how they relate to the EMCDDA's mission. The BCP also identifies crisis coordination structures, naming key personnel and deputies, their roles and responsibilities, for different types of crises. The document will be reviewed each year, and revised when needed.

A proposal for an environmental management system was also developed and approved by the Director. A draft implementing policy was prepared and will be applied from 2014. No work-related accidents were reported in 2013.

In order to be more efficient and save money, the Centre identified a number of areas for exploring synergies with EMSA (see Main area 8).

Information and communication technology (ICT) (Main area 12)

Information and communication technology programmes and services support the agency's core objectives and guarantee the smooth operation of all services. In times of rapid technological development and increasing expectations from both external and internal stakeholders, developing ICT governance is central to helping the agency implement its work programme and achieve its mission.

Three overarching priorities were identified for the ICT area in the 2013–15 work programme and they guided the work in 2013: to develop and maintain instruments for supporting core business; to implement a 'business and information architecture management' programme; and to implement a 'technical services management' programme, including ongoing service management.

Main highlights and achievements from the area

Fonte, the EMCDDA's web-based data collection instrument, and the Drugs Data Warehouse are the main applications supporting the agency's data collection, validation and analysis. Most of the work in the ICT area was dedicated to maintaining and adjusting these to the needs of the 2013 work programme.

New instruments and support were provided to the Internet 'snapshot' in February 2013 and work started to define the new EDND. However, progress in this area depends on resources and the entry into force of the new legal framework replacing Council Decision 2005/387/JHA (see Main area 5).

Another priority for the EMCDDA which requires strong support from the ICT area is website development. In 2013, a roadmap was developed to support the new web content management and visualisation platform, identifying requirements of the new system. A tender was completed and a service contract signed (see also Main area 9).

The role of the ICT Steering Committee in defining priorities in this area was enhanced. This was particularly important in 2013 in relation to the cut in the Centre's subsidy for 2014. Therefore, a thorough prioritisation and rationalisation of work for 2014 took place and the two top levels of priority for 2014 were set at the second Steering Committee meeting in December.

The infrastructure of the office's technical material was developed according to plan. This included acquiring corporate servers and upgrading Office 2010 applications on all machines.

The implementation of the project management methodology approved by the ICT Steering Committee in 2012 continued and 70 % of the active projects were managed accordingly.

II

PART II

Management and internal control systems: annual activity report as per the Financial Regulation applicable to the EMCDDA

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 ([50]), 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/Head of scientific division. The Administration unit provides support to managers for budgetary and financial management and execution, as well as for overall internal planning and monitoring.

These procedures have been codified and all of the EMCDDA's deputy authorising 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 of 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.

([50]) 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 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);
- Assessment and adoption of the *General Report of Activities*; opinions on annual final accounts; adoption of annual and three-year work programmes by the EMCDDA's Management Board;
- Internal audit by the EC's Internal Audit Service (once a year);
- Opinion of the EC's services on the agency's staff policy plan (once a year);
- Periodical external evaluation (every six years);
- Agreement by the EC on implementing rules to staff regulations (for each rule);
- Consent by the EC on possible deviation of EMCDDA Financial Regulation from the 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
- The 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 programme 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 programme 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 2013, following the observations and recommendations expressed by the European Court of Auditors and the EU Budget Authority and audits by the IAS, the EMCCDA implemented various 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 2011

Budget and financial management/premises

Following comments received on the 2011 discharge, the agency continued to explore options for renting or selling our former premises. This gave rise to two consultations with the EU Budget Authority (both positive) in 2013, but no concrete outcomes by the end of that year. Work continued with the Portuguese authorities to support our endeavours to sell/rent the property. In the meantime, the Centre further reduced the costs linked to the building concerned.

Performance

Following the third external evaluation of the EMCDDA, the Centre prepared an action plan to follow-up the 15 recommendations contained in the evaluation report. These measures are included in the new three-year work programme. The 2014 work programme contains a specific KPI to monitor the implementation of the action plan. An internal monitoring tool has been developed by the EMCDDA in order to follow the actions implemented within each annual work programme over the 2013–15 period.

The actions prepared and implemented in 2013 were recorded using this tool (see Annex 8: Follow-up action plan to the third external evaluation of the EMCDDA). Pursuant to the relevant provisions, this *General Report of Activities* will be submitted for analysis and adoption by the Management Board by mid-May 2014, and forwarded to the EP, the Council, the Commission and the Court of Auditors by 15 June 2014.

Carryover appropriations

Following the measures put in place to reduce appropriations carried forward (see 2012 *General Report of Activities*), the amount carried forward from 2012 to 2013 amounted to EUR 222 758. This represents a drop of 16 % from the figures for 2011 to 2012.

Treasury policy

Further to measures already in place to reduce risk in this area, namely for the procurement of banking services, the EMCDDA has a policy in place that periodically monitors changes in the situation.

Policy on exceptions

Further to procedures already in place for managing exceptions, the Centre has revised its policy to cover any exception that reflects a deviation from any rule formally adopted and in force in the EMCDDA.

Recruitment procedures

The EMCDDA has adjusted its recruitment processes to allow for an earlier definition of the content of written tests and interviews (i.e. before the selection board analyses the applications received), taking into account the relative risks at stake and the actual costs and benefits involved.

Internal audit

The agency has implemented four out of the six 'important' recommendations made by the IAS in its 2011 audit, and these are closed. Two remain: one on the setting up of a performance monitoring system including KPIs and the other on the assignment of responsibilities to check recommendations made in *ex post* control reports. Implementation of the KPIs started in 2013 and will be completed in 2015, covering all of the EMCDDA's activities. The verification of the recommendations resulting from *ex post* controls will be implemented, where applicable.

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

The EMCDDA now implements several processes to ensure adequate *ex ante* and *ex post* checks regarding grant management, taking into account the risks at stake. Grant beneficiaries are asked to send a full statement of expenses, along with final financial and activity reports, so that the EMCDDA can check the eligibility and accuracy of the costs claimed. The agency then draws up bilateral feedback reports relating to the administrative management of the Reitox grants and analyses them with the NFPs.

In order to further improve the system, the EMCDDA has taken the following measures, in line with the Court's suggestions:

- increased the number of annual on-site checks in NFPs;
- made available an audit methodology and improved model for the external audit report, to facilitate, as much as possible, the application of a common and consistent methodology for external auditors' verification;
- organised a special session on grant management for all NFPs in May 2013.

Pursuant to the assessment of possible risks involved, the EMCDDA has revised its decision concerning *ex post* verifications, to link the latter to the results of risk assessment.

Further to the measures taken to ensure business continuity and disaster recovery for critical ICT-based processes, the EMCDDA Director validated the BCP on 29 September. This document contains disaster recovery plans related to various scenarios and identifies available back-up sites.

The EMCDDA is still actively trying to sell or lease the unused office space in its former building and next to its new headquarters. The EMCDDA consulted the EU Budget Authority twice in 2013 with proposed solutions. Although no objection was raised to the solutions, neither led to concrete actions. The EMCDDA continues to pursue its contacts with the Portuguese authorities in relation to the selling/rental of the building. The German embassy contacted the EMCDDA regarding a possible rental of the Relogio building, while the Centre has offered to rent the former head office (Mascarenhas building) to MAOC-N. Negotiations in both cases are ongoing. In 2013, 32 interested parties visited the Mascarenhas building.

Meanwhile the EMCDDA has further rationalised and reduced the running costs for the Mascarenhas building, representing total savings of EUR 42 858.06 in 2013, by reducing services on-site and working more closely with our sister agency, EMSA.

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

Following the adoption in 2013 of the EMCDDA's BCP, the internal auditor recommended closing two out the three IAS recommendations from the 2008 audit. In the case of the remaining recommendation ('precaution against damage from floods'), responsibility lies with the EMCDDA's landlord. However, the agency has already taken out specific insurance to cover any possible damage resulting from floods.

In relation to the IAS recommendations from the 2011 audit, the internal auditor closed two of the four recommendations still outstanding at the end of 2012. Details on the remaining two recommendations still outstanding have been provided under 'internal audit' in the section on the 2011 discharge and will not be repeated here.

In February 2013, the IAS carried out an audit focusing on budget and monitoring which gave rise to three main recommendations.

1. Procurement procedures for non-administrative activities should be based on a financing decision by including in future work programmes indications on the global budgetary envelopes for the procurement for the year concerned, the indicative number and type of contracts envisaged and an indicative timeframe for the procurement procedures.
2. A comprehensive description of the budget preparation process should be prepared and all relevant documentation kept in a central file. Moreover, a sound methodology for the preparation of the activity-based budget (ABB) should be created and duly documented.
3. Expected outputs and results indicated in the annual work programmes should always be specific, measurable and better timed by setting priorities.

The EMCDDA will implement the first recommendation where applicable. The number of contracts linked to operations awarded following a call for tender published in the EU

Official Journal has been, and probably will remain, very low. The main body of documentation relating to budget preparation procedures already exists, in relation to recommendation 2. Nonetheless, the EMCDDA will continue to seek further improvements in this field, including regarding ABB-related aspects. The final recommendation was already implemented by the adoption of the 2014 work programme.

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 to improve risk management continued in 2013. The central risk register was updated, along with the risk register in the ICT unit. Risk analysis is a continuous exercise at the EMCDDA: when work programmes are in the process of being prepared, managers carry out more systematic reviews.

In early 2013, a comprehensive document on the state of implementation of the Centre's Internal Control Standards (ICS) was completed and approved. This helped identify three main areas where improvement is needed in terms of the ICS (by order of priority): business continuity (ICS 10); governance in ICT, notably concerning project management (one key feature under ICS 7 — operational structures); and monitoring of performance, supported by KPIs (ICS 5). The EMCDDA continues to take mitigating measures to deal with the risks related to these.

The main improvement as regards compliance with the EMCDDA's ICS has been the approval of a fully-fledged BCP for the agency: without prejudice to future improvements, the plan is already comprehensive enough to allow the EMCDDA to act swiftly and to operate recoveries in the event of an emergency or disaster.

Continuing action taken in the ICT sector is also worth mentioning, since it covered both governance and technical issues. Business continuity was ensured without major incidents, in the framework of sound procurement procedures, adequate licensing and proper testing of applications. In articulation with the IT sector risk register, an adequate risk management plan has been applied: for each area, it identifies the estimated risk level, the controls to be put in place and the list of ongoing programmes and projects that will contribute to risk reduction activities.

We are currently developing a performance-monitoring tool that plans and monitors activities in the work programme. The 2014 work programme has targeted the design and testing of such a tool. Compliance with this goal hinges on having the necessary resources available.

The work of the Coordination Group in 2013 also strengthened risk management procedures by enabling the Heads of unit and other key staff to closely monitor the implementation of core activities, the timely achievement of results and delivery of outputs.

In respect of risks associated with operations, the unauthorised dissemination of EMCDDA products by a private firm, witnessed in previous years, stopped. No other risks associated with operations materialised in 2013.

7

CHAPTER 7
Declaration of assurance by Authorising Officer

I, the undersigned, Director of the European Monitoring Centre on Drugs and Drugs 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 26 May 2014

Wolfgang Götz
Director

([1]) True and fair in this context means a reliable, complete and correct view on 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 2013

The Management Board has analysed and assessed the Authorising Officer's (Director's) *General Report of Activities* for the financial year 2013.

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 collection, analysis and quality assurance: in May 2013, the EMCDDA presented its annual overview of the European drug situation in a new, reshaped information package — the *European Drug Report* (EDR), which replaced the *Annual report on the state of the drugs problem in Europe*. In addition, further steps were made to improve the performance of the reporting system, by launching the review of the national reporting package and introducing a stronger quality assurance framework for processes and statistical procedures.
- Key epidemiological indicators: focus in 2013 was placed on enhancing analysis and network development, while methodological work was also carried out to underpin this core area of the EMCDDA´s business. A new approach was tested for the key epidemiological indicators' annual expert meetings, to allow for more cross-indicator analysis, a better integration of responses and identification of trends. In January 2013, the EMCDDA became the host for the coordination of the European School Survey Project on Alcohol and Other Drugs (ESPAD).
- Demand reduction responses: health and social responses profiles were launched as part of the EDR package, along with six other outputs. Implementation of the new treatment strategy started, and the EMCDDA week-long set of meetings on 'Measuring, understanding and responding to drug problems in Europe' took place. This was the agency's first treatment-related meeting since the adoption of its strategy in 2012. The Best practice portal was further developed.
- Supply and supply reduction interventions: the first joint EMCDDA–Europol strategic analysis, the *EU drug markets report*, was released on 31 January. Work continued to develop sub-indicators on drug seizures and drug production facilities, the EMCDDA set up its reference group on drug supply, and two Papers were published, one on drug squads and one on internal security policies in the EU.
- New trends and developments: the work of the EWS is both dynamic and increasingly challenging, with 81 NPS formally notified in 2013. The Centre prepared and submitted to the Council, the EC and the EMA EMCDDA–Europol Joint Reports on four NPS: methoxetamine, AH-7921, 25I-NBOMe and MDPV. A risk assessment for 5-IT was conducted by the Scientific Committee in April and the agency organised the third international multidisciplinary forum on new drugs. The EMCDDA launched a trendspotter study on methamphetamine in Europe, which culminated in an expert meeting and the conference 'Testing the waters', the first international multidisciplinary conference on detecting drugs in wastewater, organised with SEWPROF in May.
- Drug policy analysis: *The new EU drugs strategy (2013–20)* in the PODs series of online reports presents the main features of the strategy endorsed by the JHA Council of the

European Union in December 2012. A second 'Drug policy profile', on Ireland, was also published in 2013.

- Scientific coordination and content support: to enhance the performance of the reporting system, a review of the national reporting package was launched and a stronger quality assurance framework was put in place. Transversal work was enhanced via three new CUPs, on quality assurance, new trends and the misuse of medicines. The treatment CUP also had its mandate renewed.

At the same time, the Centre faced more external demands in 2013 and consequently needed to prioritise its tasks and reallocate resources in order to remain responsive to the rapid developments in the drugs situation and to meet the needs of its stakeholders. This had an impact on the agency's work programme. The timing of several outputs was revised as a result. In July, the Management Board took note of the internal planning review carried out by the Centre, in order to reprioritise resources.

Collaboration with key external partners, especially other EU agencies, increased in 2013. This included work in the framework of the JHA agencies cluster, and enhanced cooperation with Europol, CEPOL and Eurojust, as well as continued collaboration with the EMA and ECDC. The EMCDDA stepped up its efforts to strengthen cooperation and build synergies with its neighbour agency EMSA, in order to be more efficient and save money.

In terms of international cooperation, the Management Board was pleased to learn that the EMCDDA had been awarded funding by the EC for a two-year technical assistance project in ENP countries, starting in 2014. The Board also gave the Director the mandate to negotiate a MoU between the Centre and the National Security Council of the Republic of Armenia.

Implementation of the new EMCDDA integrated communication strategy helped enhance the Centre's core communications values, namely relevance, quality, efficiency, transparency and consistency.

The agency made significant efforts to further improve its operational efficiency. One indicator of these efforts was the outstanding budget execution rate achieved at the end of the year.

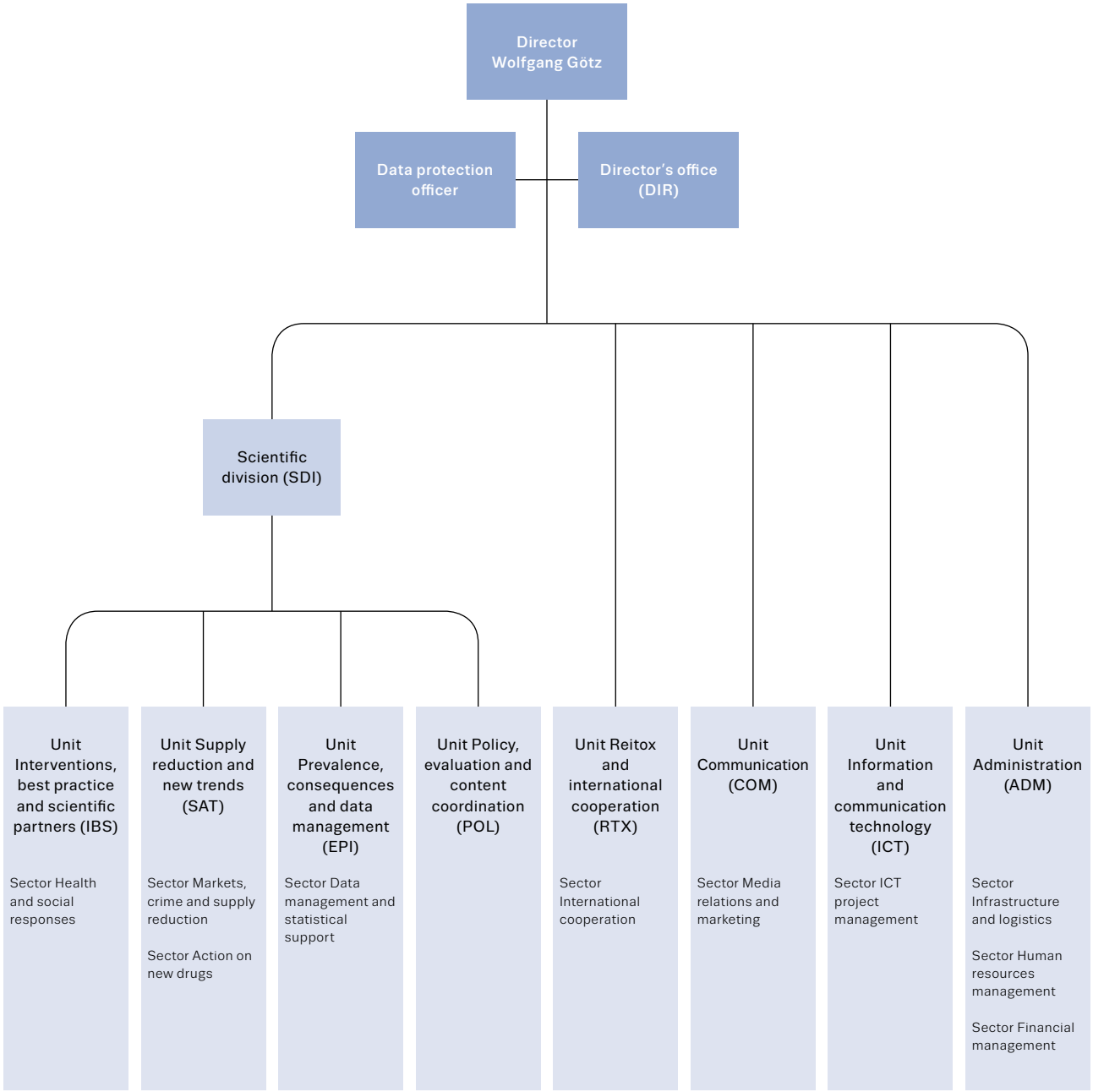
On the structure of the report:

The 2013 *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 most important achievements for each of the 12 main areas of work, together with a more detailed presentation of the implementation of the 2013 work programme, by objectives, activities and expected outputs/results (Annex 5). Furthermore, the Management Board welcomes the addition of Annex 8 to this activity report, presenting the implementation of follow-up measures to the external evaluation of the EMCDDA, carried out in June 2012.

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 2013

Contact agents (CA), Temporary agents (TA), Officials

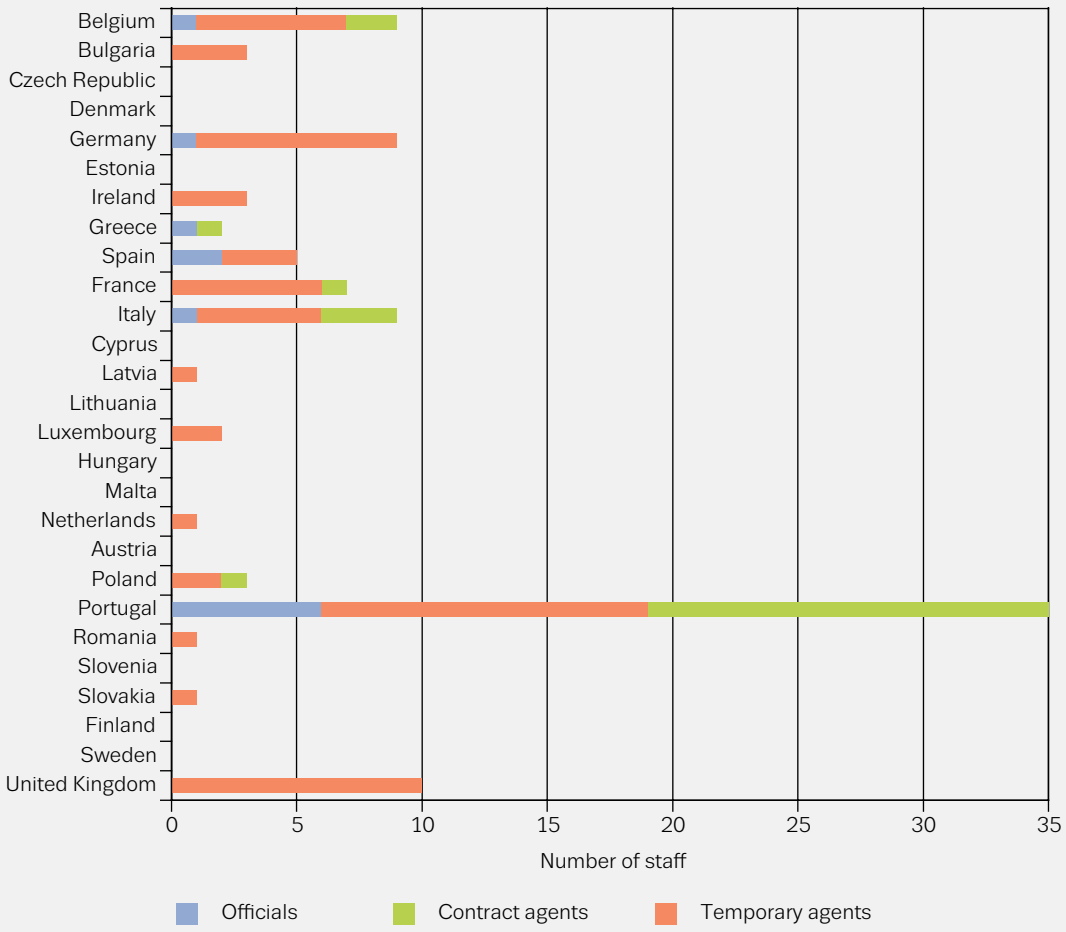
	Categories Grades	Officials	Gender		TA	Gender	
			Male	Female		Male	Female
AD	15				1	1	
	14						
	13				2	2	
	12	4	3	1	7	4	3
	11	1	1		3	2	1
	10				7	3	4
	9	1	1		1	1	
	8	1	1		5	3	2
	7				10	1	9
	6				7	4	3
	5						
	Subtotal AD	**7**	**6**	**1**	**43**	**21**	**22**
AST	11						
	10				1		1
	9				2	1	1
	8	1		1	1	1	
	7	1		1	2	2	
	6	1		1	3	2	1
	5				8	3	5
	4	1		1	4	2	2
	3				1	1	
	2						
	1	1		1			
	Subtotal AST	**5**	**0**	**5**	**22**	**12**	**10**
	TOTAL	**12**	**6**	**6**	**65**	**33**	**32**

	Function group		Gender	
			Male	Female
Contract Agents	IV			
	III	8	4	4
	II	13	1	12
	I	3	3	
	Total CA	**24**	**8**	**16**

Total EMCDDA staff	Gender	
	Male	Female
101	**47**	**54**
%	**46.53**	**53.47**

Administrator = AD
Assistant = AST

EMCDDA staff by nationality



ANNEX 3
Outputs and products

Annual reporting

European Drug Report 2013: Trends and developments, EMCDDA, Lisbon, May 2013.

A yearly overview of the drug phenomenon in Europe.

Available in 23 languages — all EU official languages (except MT and GA), plus Norwegian.

http://www.emcdda.europa.eu/publications/edr/trends-developments/2013

(The home page for the EDR package received 37 833 views in 2013, excluding in-house visitors and search engines.)

Statistical bulletin (web-based)

The epidemiological basis on which the *European Drug 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/stats13

Perspectives on drugs (PODs)

Designed-for-the-web interactive analyses providing deeper insights into a selection of important issues.

Synthetic drug production in Europe, EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/synthetic-drug-production

Legal approaches to controlling new psychoactive substances, EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/controlling-new-psychoactive-substances

Preventing overdose deaths in Europe, EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/preventing-overdose-deaths

Synthetic cannabinoids in Europe, EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/synthetic-cannabinoids

Can mass media campaigns prevent young people from using drugs? EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/mass-media-campaigns

Hepatitis C treatment for injecting drug users, EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/hepatitis-c-treatment

The new EU drugs strategy (2013–20), EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/eu-drugs-strategy-2013-20

Characteristics of frequent and high-risk cannabis users, EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/frequent-cannabis-users

Trends in heroin use in Europe — what do treatment demand data tell us?, EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/trends-in-heroin-use

Emergency health consequences of cocaine use in Europe, EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/cocaine-related-emergencies

Models for the legal supply of cannabis: recent developments, EMCDDA, Lisbon, May 2013.
http://www.emcdda.europa.eu/topics/pods/legal-supply-of-cannabis

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 Russian (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 drugs 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 2012), EMCDDA, Lisbon, June 2013.
http://www.emcdda.europa.eu/publications/general-report-of-activities/2012

2012: a year in review. Highlights from the EMCDDA's *General Report of Activities*. EMCDDA, Lisbon, June 2013.
http://www.emcdda.europa.eu/publications/general-report-of-activities/2012-highlights

Annual accounts 2012, EMCDDA, Lisbon, July 2013.
http://www.emcdda.europa.eu/html.cfm/index214400EN.html

Budget 2013, EMCDDA, Lisbon, January 2013.
http://www.emcdda.europa.eu/publications/budget-2013

Work programme 2013, EMCDDA, Lisbon, February 2013.
http://www.emcdda.europa.eu/work-programmes/2013

EMCDDA communication strategy, EMCDDA, Lisbon, June 2013.
http://www.emcdda.europa.eu/publications/communication-strategy

Strategies

EMCDDA treatment strategy, EMCDDA, Lisbon, April 2013.
http://www.emcdda.europa.eu/publications/treatment-strategy

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

EMCDDA–Europol 2012 Annual Report on the implementation of Council Decision 2005/387/JHA (New drugs in Europe, 2012), EMCDDA, Lisbon, May 2013.

This report presents the results and outlines the key achievements for 2012 on the information exchange, risk-assessment and control of new psychoactive substances.
http://www.emcdda.europa.eu/publications/implementation-reports/2012 (3 554 downloads in 2013)

EMCDDA–Europol Joint Report on a new psychoactive substance: 5-(2-aminopropyl) indole, EMCDDA, Lisbon, February 2013.
http://www.emcdda.europa.eu/publications/joint-reports/5-IT

Toolkits

EMCDDA drug-related infectious diseases monitoring guidance toolkit

Three modules of DRID toolkit on: behavioural indicators for people who inject drugs; example questionnaire for bio-behavioural surveys in people who inject drugs; methods of bio-behavioural surveys on HIV and viral hepatitis in people who inject drugs – a short overview November 2013.
http://www.emcdda.europa.eu/ activities/drid

EMCDDA Insights

Models of addiction, EMCDDA, Lisbon, June 2013.
http://www.emcdda.europa.eu/publications/insights/models-addiction

Joint publications

EU drug markets report: a strategic analysis, EMCDDA/Europol, Lisbon, January 2013.
http://www.emcdda.europa.eu/publications/joint-publications/drug-markets

EMCDDA Papers

Drug squads: units specialised in drug law enforcement in Europe, EMCDDA, Lisbon, December 2013.
http://www.emcdda.europa.eu/publications/emcdda-papers/drug-squads
Co-morbid substance use and mental disorders in Europe: a review of the data, EMCDDA, Lisbon, December 2013.
http://www.emcdda.europa.eu/publications/emcdda-papers/co-morbidity
Drug policy advocacy organisations in Europe, EMCDDA, Lisbon, December 2013.
http://www.emcdda.europa.eu/publications/emcdda-papers/advocacy
Drug supply reduction and internal security policies in the European Union: an overview, EMCDDA, Lisbon, December 2013.
http://www.emcdda.europa.eu/publications/emcdda-papers/sr-internal-security

Thematic papers

Drug prevention interventions targeting minority ethnic populations: issues raised by 33 case studies, EMCDDA, Lisbon, April 2013.
http://www.emcdda.europa.eu/publications/thematic-papers/prevention-minority-ethnic-populations
North American drug prevention programmes: are they feasible in European cultures and contexts?, EMCDDA, Lisbon, June 2013.
http://www.emcdda.europa.eu/publications/thematic-papers/north-american-drug-prevention-programmes

Drug policy profiles

Drug policy profiles — Ireland, EMCDDA, Lisbon, February 2013.
http://www.emcdda.europa.eu/publications/drug-policy-profiles/ireland

Brochures

EDR promotional brochure, EMCDDA, Lisbon, June 2013.
http://www.emcdda.europa.eu/html.cfm/index213171EN.html

Drugnet Europe

Drugnet Europe
The EMCDDA's quarterly newsletter. Provides regular information on the agency's activities to a broad readership. Four editions in 2013 (81, 82, 83, 84). Available in EN.
http://www.emcdda.europa.eu/publications/drugnet

Ad hoc

European drug prevention quality standards: a quick guide, EMCDDA, Lisbon, October 2013.
Available in: BS/EN/FR/HR/MK/SL/SQ/SR/TR
http://www.emcdda.europa.eu/publications/adhoc/prevention-standard

Media products

News releases

12 news releases

No 1: First strategic analysis of the European drug market (25.01.2013) EN

No 2: New drug 4-MA to be placed under control across the EU (07.03.2013) DE/EN/FR/PT

No 3: EU drugs agency to launch European Drug Report 2013 (30.04.2013) BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HU/IT/LT/LV/NL/ PL/PT/RO/SK/SL/SV/NO

No 4: Leading experts to review global developments in detecting illicit drugs in wastewater (02.05.2013) EN/PT

No 5: New drugs cause fundamental shift in Europe's drug market (28.05.2013) DE/EN/FR/PT

No 6: New European drug report out today: Europe's drugs problem in 'state of flux' (28.05.2013) BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HR/HU/IT/LT/LV/NL/ PL/PT/RO/SK/SL/SV/NO

No 7: Record levels of treatment, but still a need to invest in new interventions and social reintegration (28.05.2013) BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HR/HU/IT/LT/LV/NL/PL/PT/RO/SK/SL/SV/NO

No 8: EU drugs and maritime agencies open their doors to the public on inauguration of Praça Europa (18.06.2013) EN/PT

No 9: Over 100 specialists from across the globe to review international developments in new drugs field (24.06.2013) DE/EN/FR/PT

No 10: New EMCDDA report reveals how a better understanding of the science of 'addiction' can improve our response to drug problems (26.06.2013) EN

No 11: EMCDDA welcomes European Commission call for stronger EU action on new drugs (17.09.2013) EN

No 12: 2013 EMCDDA scientific paper award applauds excellence in drug-related research (06.11.2013) DE/EN/FR/PT

Fact sheets

13 fact sheets available mostly only in EN

Fact sheet 1: ISCTE–EMCDDA summer school: 1–12 July 2013, Lisbon (15.01.2013)

Fact sheet 2: EMCDDA signs accord with the First Faculty of Medicine of Charles University in Prague (22.01.2013)

Fact sheet 3: National drug policy of Ireland explored in new EMCDDA policy profile (28.02.2013)

Fact sheet 4: European Parliament LIBE Committee members on fact-finding visit to EMCDDA (16.07.2013)

Fact sheet 5: Experts to examine latest scientific research in the field of new drugs (12.09.2013)

Fact sheet 6: New-style EMCDDA expert meetings promote integrated approach to monitoring (23.09.2013)

Fact sheet 7: EMCDDA supports national drug observatories via training on contemporary approaches to drug monitoring (30.09.2013)

Fact sheet 8: EMCDDA Director opens workshop showcasing Croatia's national drug monitoring system (22.10.2013)

Fact sheet 9: CICAD–OAS Executive Secretary, Ambassador Paul E. Simons, visits EMCDDA to discuss cooperation and perspectives for work programme 2014–18 (06.11.2013)

Fact sheet 10: EMCDDA hosts workshop on evidence sharing to prevent and reduce harm related to addiction (25.11.2013)

Fact sheet 11: EMCDDA launches new toolkit for monitoring infectious diseases among people who inject drugs (29.11.2013)

Fact sheet 12: EMCDDA launches first four studies in a new series targeting policymakers and specialists (12.12.2013)

Fact sheet 13: EU drugs agency announces Scientific Committee line-up for next three years (20.12.2013)

News updates

Prevention services for minority ethnic groups explored (18.04.2013)

G8 statement of intent on collecting and sharing of data on new drugs (25.06.2013)

EMCDDA publications recognised by the American Library Association (30.10.2013)

EMCDDA: 20 years (30.10.2013)

Wound botulism among people who inject heroin in Norway – joint ECDC/EMCDDA rapid risk assessment (31.10.2013)

Europe takes decisive step forward in monitoring drug supply (15.11.2013)

Videos

EU drug markets report to be launched on 31 January 2013 (10.01.2013)
http://www.youtube.com/watch?v=RYCZMG3eii4

EU drug markets report: a strategic analysis (31.01.2013)
http://www.youtube.com/watch?v=ueF-2djqRys

Testing the waters: conference on detecting illicit drugs in wastewater on 6–8 May 2013 (07.03.2013)
http://www.youtube.com/watch?v=Gbs6csZODfc

Women and drug use in Europe (07.03.2013)
http://www.youtube.com/watch?v=Y6XzSzyvSyE

European Drug Report 2013 to be launched on 28 May (30.04.2013)
http://www.youtube.com/watch?v=o7lVlvFJdGo

Models for the legal supply of cannabis: recent developments (28.05.2013)
http://www.youtube.com/watch?v=uMclFf56_Zk

Cocaine-related emergencies (28.05.2013)
http://www.youtube.com/watch?v=VwG_OIcWfUA

Hepatitis C treatment among injecting drug users (28.05.2013)
www.youtube.com/watch?v=DzPhizZAQx0

2013 European drug report (28.05.2013)
http://www.youtube.com/watch?v=mGbduElHqm4

Third international multi-disciplinary forum on new drugs (27–28 June) (19.06.2013)
http://www.youtube.com/watch?v=ev5U6f4voX8

Inauguration of Praça Europa (Lisbon, 20 June 2013) (21.06.2013)
http://www.youtube.com/watch?v=zznnwSKRbAo

Reitox - the European information network on drugs and drug addiction (28.06.2013)
http://www.youtube.com/watch?v=dMdOoKOjWPQ

2013 EMCDDA scientific paper award (14.11.2013)
http://www.youtube.com/watch?v=N8sLeXnhCX0

Social media

Facebook

1871 'Likes' by 31 December 2013

Twitter

270 tweets/retweets in 2013

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 2013 (bold indicates EMCDDA staff member(s))

1. Lloret Irles, D., Espada Sánchez, J. P., Cabrera Perona, V. and **Burkhart, G.** (2013), 'Prevencion Familiar Europa Revision Critica Perspectiva Eddra', *Adicciones* 25, pp. 226–234.

2. **Burkhart, G.** (2013), 'Is environment really a function?', *Prevention Science*, doi:10.1007/s11121-013-0452-0

3. Fauzi, F. M., Koutsoukas, A., **Cunningham, A., Gallegos, A., Sedefov**, R. and Bender, A. (2013), 'Computer-aided (in silico) approaches in the mode-of-action analysis and safety assessment of ostarine and 4-methylamphetamine', *Human Psychopharmacology: Clinical and Experimental* 28, pp. 365–378.

4. Brandt, S. D., Braithwaite, R. A., **Evans-Brown, M.** and Kicman, A. T. (2013), 'Aminoindane analogues', in Dargan, P. and Wood, D. (eds.), *Novel psychoactive substances: classification, pharmacology and toxicology*, Academic Press, London, pp. 261–283.

5. Sumnall, H., McVeigh, J. and **Evans-Brown, M.** (2013), 'Epidemiology of use of novel psychoactive substances', in Dargan, P. and Wood, D. (eds) *Novel psychoactive substances: classification, pharmacology and toxicology*, Academic Press, London, pp. 79–103.

6. Hope, V. D., McVeigh, J., Marongiu, A., **Evans-Brown, M.**, Smith, J., Kimergard, A., Croxford, S., Beynon, C. M., Parry, J. V., Bellis M. A. and Ncube, F. (2013), 'Prevalence of, and risk factors for, HIV, hepatitis B and C infections among men who inject image and performance enhancing drugs: a cross-sectional study', *British Medical Journal Open* 3, doi: 10.1136/bmjopen-2013-003207

7. **Ferri, M.** and **Bo, A.** (2013), 'EMCDDA best practice promotion in Europe: an Internet based dissemination tool', *Adicciones* 25, pp. 3–6.

8. **Ferri, M.** and **Bo, A.** 'Media Campaigns for the prevention of illicit drug use in young people', Cochrane Database of Systematic Reviews, June 5, doi: 10.1002/14651858

9. Amato, L., Davoli, M., Minozzi, S., Ferroni, E., Ali, R. and **Ferri, M.** (2013), 'Methadone at tapered doses for the management of opioid withdrawal', Cochrane Database of Systematic Reviews, Issue 2. Art. No.: CD003409.

10. Minozzi, S., Amato, L., Bellisario, C., **Ferri, M.** and Davoli, M. (2013), 'Maintenance agonist treatments for opiate-dependent pregnant women', Cochrane Database of Systematic Reviews, 23 December, doi: 10.1002/14651858

11. **Ferri, M.**, Davoli, M. and D'Amico, R. (2013), 'Involving patients in setting the research agenda in drug addiction', *British Medical Journal* 347, 16 July.

12. **Giraudon, I.**, Lowitz K., Dargan P. I., Wood, D. M. and Dart, R. C. (2013), 'Prescription opioid abuse in the United Kingdom, *British Journal of Clinical Pharmacology* 76, pp. 823–824.

13. **Goosdeel, A.** (2013), 'Für wen tun wir es? Beispiel Europäisches Informationsnetzwerk für Drogen und Drogensucht (Reitox)', *OrganisationsEntwicklung* 4, pp. 96–97.

14. **Griffiths, P., Evans-Brown, M.** and **Sedefov, R.** (2013), 'Getting up to speed with the public health and regulatory challenges posed by new psychoactive substances in the information age', *Addiction* 108, pp. 1700–1703.

15. **Griffiths, P.** and **Götz, W.** (2013), 'Foreword', in Dargan, P. and Wood, D. (eds), *Novel psychoactive substances: classification, pharmacology and toxicology*, Academic Press, London, pp. ix–x.

16. Norden, L., van Veen, M., **Guarita, B., Wiessing, L.** et al. (2013), 'Hepatitis C among injecting drug users is two times higher in Stockholm, Sweden than in Rotterdam, the Netherlands', *Substance Use and Misuse*, 48, pp. 1469–1474.

17. Byford, S., Barrett, B., Metrebian, N., **Groshkova, T.**, Cary, M., Charles, V., Lintzeris, N. and Strang, J., (2013), 'Cost-effectiveness of injectable opioid treatment v. oral methadone for chronic heroin addiction', *British Journal of Psychiatry* 203, pp. 341–349.

18. **Groshkova, T.**, Metrebian, N., Hallam, C. et al. (2013), 'Treatment expectations and satisfaction of treatment-refractory opioid-dependent patients in RIOTT, the Randomised Injectable Opiate Treatment Trial, the UK's first supervised injectable maintenance clinics', *Drug and Alcohol Review* 32, pp. 566–573.

19. Mravcik, V., Strada, L., Stolfa, J., Bencko, V., **Groshkova, T.**, Reimer, J. and Schulte, B. (2013), 'Factors associated with uptake, adherence, and efficacy of hepatitis C treatment in people who inject drugs: a literature review', *Patient Preference and Adherence* 7, pp. 1067–1075.

20. **Hedrich, D.** (2013), 'Drogenkonsumräume zur Schadensminderung', in Grünewald, K. and Maisser, G (eds), *Kritische Diagnosen: Krankenberichte zum Gesundheitssystem*, PlanetVerlag, Vienna, pp. 65–66.

21. **Hedrich, D., Kalamara, E.**, Sfetcu, O., Pharris, A., **Noor, A., Wiessing, L.**, Hope, V. and Van de Laar, M. (2013), 'Human immunodeficiency virus among people who inject drugs: is risk increasing in Europe?', *Eurosurveillance* 18.

22. Macarthur, G. J., van Velzen, E., **Hedrich, D.** et al. (2013), 'Interventions to prevent HIV and Hepatitis C in people who inject drugs: A review of reviews to assess evidence of effectiveness', *International Journal of Drug Policy*, 20 August 2013, doi: 10.1016/j.drugpo.2013.07.001

23. **Montanari, L.**, Baldacchino, A., Pasinetti, M., **Thanki, D.** and **Vicente, J.** (2013), 'Co-morbidity of substance use and mental disorders: what do we know on the prevalence of psychiatric comorbidity in Europe and what are the ways forward?', *Mental Health and Substance Use* 6, pp. 97–100.

24. Barrio, G., **Montanari, L.**, Bravo, M.J., **Guarita, B.**, de la Fuente, L., Pulido, J. and **Vicente, J.** (2013), 'Trends of heroin use and heroin injection epidemics in Europe: findings from the EMCDDA treatment demand indicator (TDI)', *Journal of Substance Abuse Treatment* 45, pp. 19–30.

25. **Mounteney, J.**, **Zobel, F.** and **Griffiths, P.** (2013), 'The European drug landscape in 2013 — highlights from the EMCDDA's European drug report', *Drugs: Education, Prevention and Policy* 20, pp. 425—426.

26. **Pirona, A.** and **Simon, R.** (2013), 'Soziale Reintegration ist notwendig und möglich: Evidenz und Ansätze für Drogenkonsumenten in Behandlung', *Sucht* 59, pp. 117–119.

27. **Sedefov, R.**, **Gallegos, A.**, **Mounteney, J.** and Kenny, P. (2013), 'Monitoring novel psychoactive substances: a global perspective', in Dargan, P. and Wood, D. (eds), *Novel psychoactive substances: classification, pharmacology and toxicology*, Academic Press, London, pp. 29–54

28. **Thanki, D.**, Domingo-Salvany, A., Anta, G., Mañe, A., Aleixandre, L., Suelves, J., Beteta, B. and **Vicente, J.** (2013), 'The choice of screening instrument matters: the case of problematic cannabis use screening in Spanish population of adolescents', *ISRN Addiction*, 2013, Article ID 723131,13

29. Castiglioni, S., Thomas, K. V., Kasprzyk-Hordern, B., **Vandam, L.** and **Griffiths, P.** (2013) 'Testing wastewater to detect illicit drugs: state of the art, potential and research needs', *Science of the Total Environment* (in press).

30. Mathers, B. M., Degenhardt, L., Bucello, C., Lemon, J., **Wiessing, L.** and Hickman, M. (2013), 'Mortality among people who inject drugs: a systematic review and meta-analysis', *Bulletin of the World Health Organization* 91, pp. 102–123.

31. Vickerman, P., Martin, N. M., Roy, A., Beattie, T., Des Jarlais D., Strathdee S., **Wiessing, L.**, Hickman, M. and EMCDDA collaborative group (2013), 'Is the HCV-HIV co-infection prevalence amongst injecting drug users a marker for the level of sexual and injection related HIV transmission?', *Drug and Alcohol Dependence* 132, pp. 172–181.

32. Hahné, S. J., Veldhuijzen, I. K., **Wiessing, L.**, Lim, T. A., Salminen, M. and Laar, M. (2013), 'Infection with hepatitis B and C virus in Europe: a systematic review of prevalence and cost-effectiveness of screening', *BMC Infectious Diseases* 13, p. 181.

33. Sypsa, V., Paraskevis, D., **Wiessing, L.** et al. (2013), 'Homelessness and other risk factors for HIV infection in the current outbreak among injecting drug users in Athens, Greece', *American Journal of Public Health*, Epub, doi: 10.2105/AJPH.2013.301656 (printed Feb. 2014).

34. Hatzakis, A., van Damme, P., Alcorn, K., **Wiessing, L.**, et al. (2013), 'The state of hepatitis B and C in the Mediterranean and Balkan countries: report from a summit conference', *Journal of Viral Hepatitis*, 20, Suppl. 2, pp. 1–20.

ANNEX 4
Key external events, conferences and meetings, 2013

During 2013, EMCDDA staff participated in 277 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 emcdda.europa.eu/publications/gra/2013/annex4

ANNEX 5
Implementation of the 2013 work programme by objectives, activities and expected outputs/results

This annex presents in detail the activities contained within the work programme for 2013 and how they were carried out during the course of the year. It can be found at emcdda.europa.eu/publications/gra/2013/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 RING	Erich ERICHSEN
Germany	Mechthild DYCKMANS	Dirk LESSER
Estonia	Anna-Liisa PÄÄSUKENE	Veiko KOMMUSAAR
Ireland	Susan SCALLY	Brendan RYAN
Greece	Minerva-Melpomeni MALLIORI	Konstantinos GAZGALIDIS
Spain	Francisco BABÍN VICH	Maria Sofia ARAGÓN SÁNCHEZ
France	Laura d'ARRIGO	Danièle JOURDAIN MENNINGER
Croatia	Željko PETKOVIĆ	Sanja MIKULIĆ
Italy	Giovanni SERPELLONI	Elisabetta SIMEONI
Cyprus	Stelios SERGIDES	Marios ADONIS
Latvia	Dzintars MOZGIS	
Lithuania	Zenius MARTINKUS	Povilas RADZEVIČIUS
Luxembourg	Mike SCHWEBAG	Alain ORIGER
Hungary	Mónika SZÁSZIK	Ibolya CSÁKÓ
Malta	Richard MUSCAT	Marilyn CLARK
Netherlands	Wil DE ZWART	
Austria	Franz PIETSCH	Christina KRAL
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	Elina KOTOVIRTA	Kari PAASO
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	Massimo CANU, Katalin FELVINCZI
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 Board representing the Member States and appointed by the Board and two representatives of the European Commission. The Executive Committee prepares the decisions of the Management Board and assists and advises the Director.

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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
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	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 2013

EMCDDA 2013 budget execution by objectives and activities in the 2013 work programme

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

Objectives and activities of EMCDDA 2013 WP	Main organisational actors for implementation	Assigned HR				
		O	TA	CA	SNE	Total HR
Data collection, analysis and quality assurance	EPI + IBS + RTX	0.5	2.5	3.5	0	6.5
Monitoring and understanding drug use and problems: key indicators and epidemiology	EPI	0.5	5	1	0	6.5
Monitoring demand reduction responses applied to drug-related problems	IBS	2	4.7	0.5	0	7.2
Monitoring drug supply and supply reduction interventions	SAT	0	2.5	1	1	4.5
Monitoring new trends and developments and assessing the risks of new substances	SAT	0	3.5	1	0	4.5
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**	**26.7**	**8**	**1**	**39.7**

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

Objectives and activities of EMCDDA 2013 WP	Main organisational actors for implementation	Assigned HR				
		O	TA	CA	SNE	Total HR
Cooperation and collaboration with key partners	DIR	0	0.5	0	0	0.5
	SDI	0	1	0	0	1
Cooperation with key partners: candidate and potentiall candidate countries and ENP countries and other non-EU countries	RTX	0.3	2.3	0	0	2.6
TOTAL		**0.3**	**3.8**	**0**	**0**	**4.1**

Note: Figures are in EUR.

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
457 448	641 894	1 099 341	663 823	484 511	1 148 334	661 232.67	484 510.79	1 145 743.47
565 840	653 090	1 218 930	630 231	424 465	1 054 696	627 771.52	424 464.58	1 052 236.10
707 995.58	714 860	1 422 856	653 249	465 876	1 119 125	650 699.68	465 875.77	1 116 575.44
381 624	326 867	708 490	510 936	403 759	914 695	508 941.57	403 759.01	912 700.58
420 528	326 867	747 394	552 630	445 170	997 800	550 472.97	445 170.17	995 643.15
434 596	457 163	891 759	331 461	242 773	574 234	330 167.84	242 773.04	572 940.88
585 630	549 850	1 135 480	746 099	492 275	1 238 374	743 186.92	492 275.37	1 235 462.29
3 553 661.08	**3 670 588.88**	**7 224 249.96**	**4 088 429**	**2 958 829**	**7 047 258**	**4 072 473.17**	**2 958 828.73**	**7 031 301.91**

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
114 472	93 299	207 770	138 647	73 505	212 152	138 106.18	73 504.84	211 611.02
132 391	111 765	244 156	245 055	116 469	361 524	244 098.68	116 468.93	360 567.60
199 890	242 576	442 466	299 162	238 114	537 276	297 994.36	238 114.29	536 108.65
446 752	**447 640**	**894 392**	**682 864**	**428 088**	**1 110 952**	**680 199.22**	**428 088.05**	**1 108 287.28**

Note: Figures are in EUR.

C. Supporting the achievement of results (transversal operations)

Objectives and activities of EMCDDA 2013 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
Governanance, management and networks	Governing bodies + Directorate + IBS	3	5.3	2	0	10.3
	RTX + NFPs' co-financed activities	0.7	2.2	1	0	3.9
TOTAL		**4.7**	**16.5**	**5**	**0**	**26.2**
GRAND TOTAL FOR OPERATIONS		**9**	**47**	**13**	**1**	**70**

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

Objectives and activities of EMCDDA 2013 WP	Main organisational actors for implementation	Assigned HR				
		O	TA	CA	SNE	Total HR
Administration and supporting core business	ADM	3	13	7	0	23
Information and communication technologies	ICT	0	8	2	0	10
TOTAL		**3**	**21**	**9**	**0**	**33**

E. Special projects

Objectives and activities of EMCDDA 2013 WP	Main organisational actors for implementation	Assigned HR				
		O	TA	CA	SNE	Total HR
Preparation of IPA Beneficiaries Countries for their participation in the EMCDDA (IPA4 project — second 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.

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
1 540 834.03	1 167 509.32	2 708 343.35	1 902 665.21	848 929	2 751 594.42	1 895 239.52	848 929.21	2 744 168.73
986 547.19	870 732.45	1 857 279.64	1 098 061.97	700 367	1 798 428.52	1 093 776.47	700 366.56	1 794 143.02
3 043 177.72	328 410.72	3 371 588.44	3 009 753.53	240 185	3 249 938.38	2 998 007.11	240 184.85	3 238 191.97
5 570 558.94	**2 366 652.49**	**7 937 211.43**	**6 010 480.71**	**1 789 480.62**	**7 799 961.32**	**5 987 023.10**	**1 789 480.62**	**7 776 503.72**
9 570 972.35	**6 484 881.10**	**16 055 853.45**	**10 781 774.44**	**5 176 397.40**	**15 958 171.84**	**10 739 695.50**	**5 176 397.40**	**15 916 092.90**

Initial allocation of budget resources for direct cost of supporting activities to be distributed to operations	Final allocation of budget resources for direct cost of supporting activities to be distributed to operations	Executed budget — non assigned appropriation
3 124 051.76	3 891 399.47	3 891 399.47
1 134 957.75	1 284 997.93	1 284 997.93
4 259 009.51	**5 176 397.40**	**5 176 397.40**

Budget — assigned appropriations			
Budget allocation — financing received in 2013	Carried-over and carried forward from 2012	Total available in 2013	Budget execution
350 000.00	171 419.20	521 419.20	412 427.12

Note: Figures are in EUR.

Economic outturn account (in EUR)

	2013	2012	Variation
Funds transferred from the Commission to other institutions	0.00	0.00	0.00
Contributions of EFTA countries belonging to the EEA	403 235.32	414 660.43	–11 425.11
Recovery of expenses	13 360.02	15 259.72	–1 899.70
Revenues from administrative operations	2 038.01	0.00	2 038.01
Other operating revenue	15 716 351.87	15 709 423.66	6 928.21
TOTAL OPERATING REVENUE	**16 134 985.22**	**16 139 343.81**	**–4 358.59**
Administrative expenses	–11 207 146.68	–11 640 333.99	433 187.31
All staff expenses	–8 899 609.85	–9 093 966.77	194 356.92
Fixed asset–related expenses	–243 808.48	–224 482.35	–19 326.13
Other administrative expenses	–2 156 834.03	–2 321 884.87	165 050.84
Operational expenses	–4 261 558.26	–4 705 146.05	443 587.79
Other operational expenses	–4 261 558.26	–4 705 146.05	443 587.79
TOTAL OPERATING EXPENSES	**–15 468 704.94**	**–16 345 480.04**	**876 775.10**
SURPLUS/DEFICIT FROM OPERATING ACTIVITIES	**666 280.28**	**–206 136.23**	**872 416.51**
Financial revenues	**0.00**	**0.00**	**0.00**
Financial expenses	**–3 266.78**	**–3 795.19**	**528.41**
Movement in pensions (– expense, + revenue)			**0.00**
Share of net surpluses or deficits of associates and joint ventures accounted for using the equity method			**0.00**
SURPLUS/ DEFICIT FROM NON OPERATING ACTIVITIES	**–3 266.78**	**–3 795.19**	**528.41**
SURPLUS/DEFICIT FROM ORDINARY ACTIVITIES	**663 013.50**	**–209 931.42**	**872 944.92**
Minority interest			**0.00**
Extraordinary gains (+)			**0.00**
Extraordinary losses (–)			**0.00**
SURPLUS/DEFICIT FROM EXTRAORDINARY ITEMS	**0.00**	**0.00**	**0.00**
ECONOMIC OUTTURN FOR THE YEAR	**663 013.50**	**–209 931.42**	**872 944.92**

EMCDDA 2013 budget appropriations and execution by nature of expenditure (in EUR)

Title	Description	EUR
1.	**Expenditure relating to persons working with the EMCDDA**	
	Staff in active employment	9 168 270.22
	Other staff-related expenditure (exchange of officials, etc)	82 198.96
	Total under Title 1	9 250 469.18
2.	**Expenditure for support activities**	
	Investment in immovable property, rental of buildings and associated costs	1 632 636.46
	Data processing	483 923.28
	Movable property and associated costs	93 154.77
	Current administrative expenditure + postal charges and telecommunications	123 462.98
	Socio-medical infrastructure	21 014.48
	Total under Title 2	2 354 191.97
3.	**Expenditure for operational activities**	
	Statutory meetings	154 563.40
	Expenditure on formal and other meetings+representative expenses	379 407.84
	Studies, surveys, consultations	205 016.02
	Publishing and translations	710 326.84
	European Network on Drugs and Drug Addiction Reitox	2 624 558.50
	Missions	237 559.15
	Total under Title 3 – Section 1.01	4 311 431.75
	Section 1.02 **– Total core budget**	15 916 092.90
	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	**16 266 092.90**

Execution of the budget: credit consumption, 2013 (commitments)

Title	Description	% consumption of available credits
1.	**Staff**	100.00
2.	**Expenditure for support activities**	99.62
3.	**Expenditure for operational activities**	99.24
4.	**Expenditure relating to IPA4**	79.10
	Total consumption of core budget (Titles 1, 2, 3)	**99.74**

Balance sheet: ASSETS (in EUR)

	31.12.2013	31.12.2012	Variation
ASSETS			
A. NON CURRENT ASSETS			
Intangible assets	**109 282.12**	**165 246.52**	**–55 964.40**
Property, plant and equipment	**2 110 997.02**	**2 219 229.35**	**–108 232.33**
Land and buildings	1 901 558.72	1 993 048.24	–91 489.52
Plant and equipment	96 372.72	69 771.02	26 601.70
Computer hardware	60 909.84	92 570.66	–31 660.82
Furniture and vehicles	52 155.74	63 839.43	–11 683.69
TOTAL NON CURRENT ASSETS	**2 220 279.14**	**2 384 475.87**	**–164 196.73**
B. CURRENT ASSETS			
Inventories	**0.00**	**0.00**	**0.00**
Short-term pre-financing	**40 518.80**	**0.00**	**40 518.80**
Short-term pre-financing	40 518.80	0.00	40 518.80
Short-term pre-financing with consolidated EU entities	0.00	0.00	0.00
Short-term receivables	**783 536.56**	**289 047.27**	**494 489.29**
Current receivables	516 328.33	195 105.69	321 222.64
Other	266 409.77	92 604.21	173 805.56
Accrued income			0.00
Deferred charges	266 409.77	92 604.21	173 805.56
Accrued income with consolidated EU entities			0.00
Deferred charges with consolidated EU entities	0.00		0.00
Short-term receivables with consolidated EU entities	798.46	1 337.37	–538.91
			0.00
Cash and cash equivalents	**1 146 193.85**	**691 233.55**	**454 960.30**
TOTAL CURRENT ASSETS	**1 970 249.21**	**980 280.82**	**989 968.39**
TOTAL	**4 190 528.35**	**3 364 756.69**	**825 771.66**

Balance sheet: LIABILITIES (in EUR)

	31.12.2013	31.12.2012	Variation
LIABILITIES			
A. Net assets	**2 378 565.11**	**1 715 551.61**	**663 013.50**
Reserves	**0.00**	**0.00**	**0.00**
Accumulated surplus/deficit	**1 715 551.61**	**1 925 483.03**	**–209 931.42**
Economic outturn for the year — profit+/loss–	**663 013.50**	**–209 931.42**	**872 944.92**
TOTAL A	**2 378 565.11**	**1 715 551.61**	**663 013.50**
D. CURRENT LIABILITIES	**1 323 063.24**	**1 649 205.08**	**–326 141.84**
Provisions for risks and charges	**12 806.27**	**146 643.03**	**–133 836.76**
Accounts payable	**1 310 256.97**	**1 502 562.05**	**–192 305.08**
Current payables	328.00	97 332.34	-97 004.34
Long-term liabilities falling due within the year	0.00	0.00	0.00
Sundry payables	0.00	0.00	0.00
Other	934 195.41	1 136 598.39	–202 402.98
Accrued charges	927 832.21	1 135 171.70	–207 339.49
Deferred income	6 363.20	1 426.69	4 936.51
Accrued charges with consolidated EU entities			0.00
Deferred income with consolidated EU entities	488 900.00		488 900.00
Accounts payable with consolidated EU entities	375 733.56	268 631.32	107 102.24
Pre-financing received from consolidated EU entities	364 406.95	194 430.64	169 976.31
Other accounts payable against consolidated EU entities	11 326.61	74 200.68	–62 874.07
TOTAL CURRENT LIABILITIES	**1 811 963.24**	**1 649 205.08**	**162 758.16**
TOTAL	**4 190 528.35**	**3 364 756.69**	**825 771.66**

Budget outturn account for the financial year 2013 (in EUR)

		2013	2012
REVENUE			
Balancing Commission subsidy	+	15 550 000.00	15 550 920.00
Other subsidy from Commission (IPA 4)	+	350 000.00	350 000.00
Fee income	+	0.00	0.00
Other income	+	435 612.70	437 508.41
TOTAL REVENUE (a)		**16 335 612.70**	**16 338 428.41**
EXPENDITURE			
Title I: Staff			
Payments	–	9 306 826.89	9 090 681.38
Appropriations carried over	–	36 456.41	47 996.43
Title II: Administrative expenses			
Payments	–	2 149 955.30	2 107 729.51
Appropriations carried over	–	224 628.57	215 217.32
Title III: Operating expenditure			
Payments	–	4 447 250.36	4 930 444.46
Appropriations carried over	–	240 835.86	158 041.23
TOTAL EXPENDITURE (b)		**16 405 953.39**	**16 550 110.33**
OUTTURN FOR THE FINANCIAL YEAR (a-b)		**–70 340.69**	**–211 681.92**
Cancellation of unused payment appropriations carried over from previous year	+	29 845.62	29 154.27
Adjustment for carry-over from the previous year of appropriations available at 31/12 arising from assigned revenue	+	198 497.35	301 161.10
Exchange differences for the year (gain +/loss –)	+/–	–1 679.50	–887.81
Prorata Norway grant 2013		–4 936.51	–74 786.50
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		**151 386.27**	**42 959.14**
Balance year N–1	+/–	42 959.14	103 814.04
Positive balance from year N–1 reimbursed in year N to the Commission	–	–42 959.14	–103 814.04
Result used for determining amounts in general accounting		**151 386.27**	
Commission subsidy — agency registers accrued revenue and Commission accrued expense		**15 398 613.73**	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		**151 386.27**	
Not included in the budget outturn:			
Interest generated by 31/12/13 on the Commission balancing subsidy funds and to be reimbursed to the Commission (liability)	+	10 335.38	6 501.13

Negotiated procedures launched in 2013

	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 & <15 000	4	48 102.21	5	46 657.34	83	354 009.31	92	95.8	448 768.86	71.0
EUR >15 000 & <60 000	0	0.00	1	55 000.00	3	128 587.02	4	4.2	183 587.02	29.0
EUR =/> 60 000	0	0.00	0	0.00	0	0.00	0	0.0	0.0 %	0.0
TOTAL	**4**	**48 102.21**	**6**	**101 657.34**	**86**	**482 596.33**	**96**	**100**	**767 187.55**	**100**

ANNEX 8
Monitoring the implementation of the follow-up action plan to the third external evaluation of the EMCDDA

The third external evaluation of the EMCDDA was completed in 2012. The final report contains 15 Recommendations, and the Centre prepared an action plan to implement them. The description of the contents of the action plan can be found at the following address: emcdda.europa.eu/publications/gra/2013/annex8

ANNEX 9
List of acronyms and abbreviations

ABAC	The EMCDDA's electronic management and accounting system
ABB	activity-based budget
AIEP	Association of Foreign Press in Portugal
ALA	American Library Association
AOTP	Afghan Opiate Trade Project
AVE	advertising value equivalent
BCP	business continuity plan
BPP	Best practice portal
CC	candidate countries
CEPOL	European Police College
CICAD	Inter-American Drug Abuse Control Commission
COPOLAD	Cooperation Programme between Latin America and the European Union on Drugs Policies
COSI	Council's Standing Committee on Operational Cooperation on Internal Security
CUP	cross-unit project
DECIDE	Developing and evaluating communication strategies for supporting informed decisions and practice based on evidence
DG	Directorate-General
DRD	drug-related deaths indicator
DRID	drug-related infectious diseases indicator
EC	European Commission
ECDC	European Centre for Disease Prevention and Control
EDND	European database on new drugs
EDR	*European Drug Report*
EFSQ	European Facility Survey Questionnaire
ELDD	European Legal Database on Drugs
EMA	European Medicines Agency
EMQ	European Model Questionnaire
EMSA	European Maritime Safety Agency
ENFSI	European Network of Forensic Science Institutes
ENP	European Neighbourhood Policy
EP	European Parliament
EQDP	European questionnaire on drug use among prisoners
EQUS	project on Minimum Quality Standards in Drug Demand Reduction
ESPAD	European School Survey Project on Alcohol and Other Drugs
EU	European Union
EUSPR	European Society for Prevention Research
EWS	Early Warning System
FRA	Fundamental Rights Agency

GPS	general population survey
HDG	Horizontal Drugs Group
HFP	Heads of national focal points
HONLEA	Heads of National Drug Law Enforcement Agencies
IALN	Inter-Agency Legal Network
IAS	Internal Audit Service of the EC
ICS	Internal Control Standards
ICT	information and communication technology
IPA	Instrument for Pre-Accession Assistance
ISCE	Instituto Superior de Ciências Educativas
JHA	Justice and Home Affairs
KI	key indicator
KPI	key performance indicator
LIBE	Civil Liberties, Justice and Home Affairs Committee (European Parliament)
MASP	Multi-Annual Strategic Plans
MDPV	methylenedioxypyrovalerone
MEP	Member of the European Parliament
MoU	Memorandum of Understanding
NFP	national focal point
NPS	new psychoactive substances
OAP	operational action plan
OTS	opportunity to see
PDU	problem drug use indicator
POD	Perspective on drugs
RUN	Recovered Users Network
SEWPROF	sewage profiling project
SICAD	Serviço de Intervenção nos Comportamentos Aditivos e nas Dependências – General Directorate for Intervention on Addictive behaviours and Dependencies
TAIEX	Technical Assistance and Information Exchange Instrument managed by DG enlargement of the European Commission
TDI	treatment demand indicator
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organization
4-MA	4-methylamphetamine
5-IT	5-(2-aminopropyl)indole

European Monitoring Centre for Drugs and Drug Addiction
General Report of Activities 2013
Luxembourg: Publications Office of the European Union
2014 — 104 pp. — 21 × 29.7 cm

ISBN 978-92-9168-738-1
doi:10.2810/49574

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TD-AB-14-001-EN-N

emcdda

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 central source and confirmed authority on drug-related issues in Europe. For over 20 years, it has been collecting, analysing and disseminating scientifically sound information on drugs and drug addiction and their consequences, providing its audiences with an evidence-based picture of the drug phenomenon at European level.

The EMCDDA's publications are a prime source of information for a wide range of audiences including: policymakers and their advisors; professionals and researchers working in the drugs field; and, more broadly, the media and general public. Based in Lisbon, the EMCDDA is one of the decentralised agencies of the European Union.

Publications Office