European Monitoring Centre
for Drugs and Drug Addiction

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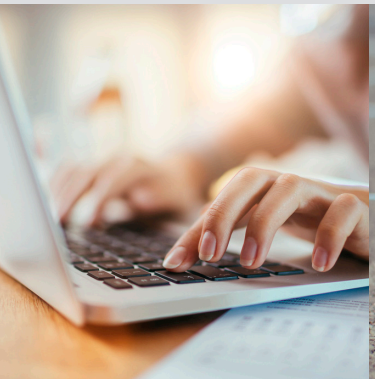
General Report of Activities

Key achievements and governance:
a year in review

2017

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Foreword

I have the honour of presenting the 23rd General Report of Activities of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), which provides an overview of its achievements in 2017.

The EMCDDA has continued to support evidence-informed drug policymaking in Europe, and its work is reflected in the current EU drug action plan for the period 2017-20.

The Management Board adopted the EMCDDA's Strategy 2025 in December 2016. It outlines the Centre's strategic vision to contribute to a healthier and to a more secure Europe by providing sound evidence for policies and actions on drugs.

During the first year of the implementation of the Strategy, the agency successfully fulfilled its mission to inform sound decisions in the field of drugs at the levels of the EU and the Member States. As an example of its core activity, the annual overview of the European drug situation, the *European Drug Report* package, was launched in Brussels in June 2017. It was complemented for the first time by *Country Drug Reports* presenting summaries of the national drug situation in 30 countries. The EMCDDA also published the first edition of a European guide to health and social responses to drug problems, during the Second European conference on addictive behaviours and dependencies in Lisbon. Finally, the EMCDDA and Europol launched a joint publication in November, which presents the latest understanding of how darknet markets function, the threats they pose to health and security and how Europe can respond.

A key legislative development at EU level was the adoption of a new Regulation on new psychoactive substances by the European Parliament and the Council in November 2017. I believe that this represents a great opportunity to strengthen the EU Early Warning System and risk assessment process and the EMCDDA's leading role in monitoring new psychoactive substances over the coming years.

My special thanks go to the members of the Scientific Committee for their valuable contribution to the work of the EMCDDA.

I would also like to express my gratitude to the Director and all the staff of the agency, as well as the Heads of the Reitox national focal points and all their staff, for the progress achieved by the agency in 2017, as set out in this review.

Laura d'Arrigo
Chair of the EMCDDA Management Board

Introduction

I can describe this first year of implementation of our Strategy 2025 as one of the most productive periods for our core business, a year of enhanced partnership and a time of profound organisational change.

We launched new resources for drug policy and practice, including a few major reports and a new series of country drug reports. A record number of risk assessment reports were submitted to the EU policymakers, based on the intensive work to implement the EU Early Warning System on new drugs, which we undertook for another year in close collaboration with our partners.

New threat assessments and strategic analyses were fed by our state-of-the art European drug monitoring system, which continued to be enriched this year with novel sources of information, such as darknet markets.

Work was also nurtured by our partnerships. The year saw the adoption of the Reitox Development Framework, which will ensure that the EMCDDA and its main partners in the Member States have strategic priorities which are aligned, and they all contribute to the shared vision of a healthier and a more secure Europe by 2025. An EMCDDA Framework on International Cooperation was also adopted and this will guide our work towards a Europe with stronger cross-border security and enhanced cooperation and exchange with its non-EU partners.

Finally, 2017 has brought us some important organisational transformations, which aimed to ensure that the right conditions are in place for us to be more effective in fulfilling our objectives and more efficient in delivering our results. These transformations encompassed internal restructuring and redefinition of roles and functions, but, most importantly, a necessary cultural change exercise.

Together with other future measures to improve our organisational design and functioning, these will, I am confident, ensure the sustainability of the EMCDDA as an EU agency, and its long-term success in pursuing its ambitious vision and achieving its strategic goals, as set up by the Strategy 2025.

At the end of this crucial year in the life of the EMCDDA, on behalf of my staff and myself, I would like to thank our Management Board and our Scientific Committee for their ongoing guidance and support, the Reitox network of national focal points and our other EU and international partners for their valuable contribution to our work.

Alexis Goosdeel
Director

List of acronyms and abbreviations

ABAC	electronic management and accounting system
BCP	Business continuity plan
BPP	Best practice portal
CADAP	Central Asia Drug Action Programme
CC	candidate country
CDR	Country Drug Report
CEPOL	EU Agency for Law Enforcement Training
CONT	Committee on Budgetary Control
COPOLAD	Cooperation Programme between Latin America and the European Union on Drugs Policies
COSI	Standing Committee on Operational Cooperation on Internal Security
COSO	Committee of Sponsoring Organizations of the Treadway Commission
DG	Directorate-General
DG SANTE	Directorate-General for Health and Food Safety
DRD	drug-related deaths
DRID	drug-related infectious diseases
EASO	European Asylum Support Office
EC	European Commission
ECA	European Court of Auditors
ECDC	European Centre for Disease Prevention and Control
ECDD	Expert Committee on Drug Dependence
EDND	European Database on New Drugs
EDR	European Drug Report
EDSS	European drugs summer school
EFSA	European Food Safety Agency
EFSQ	European Facility Survey Questionnaire
EIGE	European Institute for Gender Equality
ELDD	European Legal Database on Drugs
EMA	European Medicines Agency
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMPACT	European Multidisciplinary Platform Against Criminal Threats
EMQ	European Model Questionnaire
EMSA	European Maritime Safety Agency
ENFSI	European Network of Forensic Science Institutes
ENP	European Neighbourhood Policy
ENVI	Committee on the Environment, Public Health and Food Safety
EP	European Parliament
EQDP	European Questionnaire on Drug Use among Prisoners
ERICES	European Reporting on Illicit Cocaine Extraction-Conversion Sites
ESPAD	European School Survey Project on Alcohol and Other Drugs
EU	European Union
EU-ANSA	EU Agencies Network on Scientific Advice
Euro-DEN Plus	European Drug Emergencies Network
Eurojust	European Union's Judicial Cooperation Unit
eu-LISA	European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice
EWS	Early Warning System
FOPH	Federal Office of Public Health of Switzerland

FRA	EU Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
GPS	general population survey
HCV	Hepatitis C virus
HDG	Horizontal Working Party on Drugs
HEA	Public health unit
HFP	Head of national focal point
HIPP	WHO Health in Prisons Programme
HIV	Human immunodeficiency virus
HNT	Healthy Nightlife Toolbox
IAS	Internal Audit Service of the European Commission
ICS	Internal Control Standards
ICT	Information and communication technology
IPA	Instrument for Pre-Accession Assistance
ISCTE-IUL	ISCTE — University Institute of Lisbon
ISSDP	Annual Conference of the International Society for the Study of Drug Policy
IT	information technology
ICS	Internal Control Standards
ICT	information and communication technology
JHA	Justice and Home Affairs
KI	key epidemiological indicator
KPI	key performance indicator
LIBE	Committee on Civil Liberties, Justice and Home Affairs
MEP	Member of the European Parliament
MILDECA	Mission interministérielle de lutte contre les drogues et les conduites addictives
MIS	Management Information System
NAPO	Network of Agencies Procurement Officers
NEWS	Early Warning System at national level
NFP	national focal point
NIDA	US National Institute on Drug Abuse
NPS	new psychoactive substances
OAP	operational action plan
OSI	open source information
PCC	potential candidate country
PD	Programming Document
PDU	problem drug use
PhV	pharmacovigilance
PM²	Project Management Squared
POS	Support to policy
PRS	Support to practice
SCORE	Sewage analysis CORe group — Europe
SAS	Risks to public safety and security unit
SPD	single programming document
SQ	Structured Questionnaire
TAS	Trends and analysis
TDI	treatment demand indicator
UNODC	United Nations Office on Drugs and Crime
UPC	Universal Prevention Curriculum
UPC-Adapt	UPC adapted to European needs and standards
WHO	World Health Organization
Xchange	online registry of evidence-based prevention programmes

PART I

Report of activities: key achievements and governance

1

CHAPTER 1
Executive summary

This report presents the implementation of the activities of the European Monitoring Centre for Drugs and Drug Addiction's (EMCDDA's) work programme for 2017, the first year of the **multi-annual Programming Document (PD) 2017-19.**

EMCDDA publications

The most tangible results of the agency's work are its publications, some of which are produced in cooperation with partners. In 2017, 64 scientific and corporate publications, in addition to 30 *Country Drug Reports* (CDRs), were released by the EMCDDA.

There were two flagship publications in 2017: the *European Drug Report: Trends and Developments* (EDR) and its accompanying information package, and the first edition of *Health and Social Responses to Drug Problems: A European Guide* (the European Responses Guide).

For the first time, 30 CDRs complemented the 2017 EDR. Presenting summaries of national drug situations (EU 28, Turkey and Norway), the CDRs were developed by the EMCDDA in cooperation with the Reitox national focal points (NFPs).

Another important output was the joint EMCDDA-Europol report *Drugs and the Darknet*, which was launched on 28 November in Lisbon at a press conference held in the margins of the Heads of EU Justice and Home Affairs (JHA) agencies network meeting (see section on Working in partnership).

Examples of other resources include a state-of-the-art review on drug treatment expenditure; papers on EU policies and measures for drug supply reduction, and on drug squads; reports on cannabis legislation and on national drug trafficking laws and their application in the EU Member States of the European Union; and web topic pages on harm reduction, prevention, prisons and treatment.

Joint publications were also launched with the European Centre for Disease Prevention and Control (ECDC), on reducing communicable diseases in prison; and with the Pompidou Group, on public expenditure on supply reduction policies, and on costs and unintended consequences of drug control policies.

Twenty scientific articles or book chapters authored or co-authored by EMCDDA staff were also published during the year, enhancing the agency's scientific reputation.

Services to policy and practice

The EMCDDA also provided services to its customers (i.e. the primary beneficiaries of the agency's work: policymakers within the EU institutions — the European Parliament (EP), the Council of the EU and the EC — and the EU Member States, and practitioners in the drugs field) by contributing to major EU drug policy documents, providing direct input or technical support to EU institutions (e.g. through briefing notes, presentations or interventions on emerging, high-interest drug issues, or on activities with third countries) and participating actively in key drug policy and practice events held during the year. EMCDDA staff attended some 53 key EU/international policy events and overall contributed to nearly 275 drug-related scientific, policy and practice events (see Annex 5).

Throughout the year, the EMCDDA also maintained communication with the Member States. The Director paid high-level institutional visits to four Member States, and EMCDDA staff visited eight countries to support the national launches of the 2017 EDR. Further country visits were carried out at the invitation of national authorities to support different drug initiatives.

Furthermore, the EMCDDA's cannabis policy news service, which was launched in 2016, continued to provide regular alerts to its policy audience. In addition, a new EMCDDA resource, aimed at supporting drug policy evaluation, was launched in October.

Best practice, training and capacity building

Disseminating best practice, training and capacity-building activities were other means used by the EMCDDA to share knowledge in 2017.

To that end, the EMCDDA's Best practice portal (BPP) was revamped in the context of the launch of the European Responses Guide and to make it even more practice oriented through the addition of the following new elements: the online registry of evidence-based prevention programmes (Xchange); the Evidence database, including systematic reviews and regular updates; the Healthy Nightlife Toolbox (HNT); and the policy and practice briefings.

For implementing training and capacity building for drug monitoring in Member States and partner third countries, the main EMCDDA vehicle remained the Reitox Academies. During the year, around 100 professionals were trained as part of the five academies organised or supported by the EMCDDA.

Another training event was the sixth European drugs summer school, 'Illicit drugs in Europe: demand, supply and public policies', which was organised in Lisbon in partnership with ISCTE — University Institute of Lisbon (ISCTE-IUL) for a record number of 51 students with diverse backgrounds, from 25 countries.

The EMCDDA also enhanced its contribution to the European training programme for law enforcement professionals implemented by the EU Agency for Law Enforcement Training (CEPOL). As part of the tasks assigned to it within the operational action plans of the EU Policy Cycle on Serious and Organised International Crime of the Council of the EU's Standing Committee on Operational Cooperation and Internal Security (COSI), in 2017 the EMCDDA contributed to the training of some 320 law enforcement professionals.

In addition, leading international experts in the field of addiction science met in Lisbon from 24 to 26 October for the Second European conference on addictive behaviours and dependencies (Lisbon Addictions 2017), which was co-organised by the EMCDDA. More than 1 200 participants — researchers, practitioners and policy experts from over 70 countries — attended the high-level event.

Digital communication

As an information agency, the EMCDDA closely follows the developments in the fast-moving communication field. The EMCDDA website has become the favoured vehicle for disseminating knowledge, with more than one million visitors registered in 2017. In addition, videos published by the EMCDDA on YouTube received around 190 000 views during the year, twice as many as in 2016.

Furthermore, 49 digital campaigns were launched and resulting in over 83 000 individual emails to subscribers.

A record 18 news releases were produced in 2017, as well as 12 factsheets and 10 news items.

New psychoactive substances and emerging trends

In 2017, the EMCDDA carried on playing a leading role in ensuring the continuous and robust implementation of the EU Early Warning System (EWS) on new psychoactive substances (NPS) under the terms of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of NPS (hereafter referred to as 'the Council Decision'). Within this legal framework, 53 NPS were formally notified for the first time, bringing the total number of NPS currently monitored to more than 670.

Furthermore, during the year the EMCDDA produced the highest number of outputs since the Council Decision entered into force in 2005. This reflects the significant investment of work required by this dynamic area. The outputs included ten EMCDDA-Europol Joint Reports on NPS, which were prepared and submitted to the EU institutions before the legal deadlines, and published. Furthermore, the EMCDDA's Extended Scientific Committee carried out risk assessments of nine substances and the risk assessment reports were subsequently submitted to EU institutions, as stipulated by the Council Decision, and published.

As proposed by the European Commission (EC), based on the risk assessment reports submitted by the EMCDDA, the Council decided in 2017 that acryloylfentanyl and furanylfentanyl should be subject to control measures across Member States. This is the ultimate EU policy response to the NPS phenomenon and it shows that the agency has had significant input into EU policymaking.

A key development in this area was the adoption of new NPS legislation. This came into force on 22 November and it will start being applied from 23 November 2018. The legislation includes a stronger EWS and a faster risk assessment process, in which the EMCDDA will continue to play a leading role.

In addition to implementing the EWS, a key task was to monitor new trends in the drug phenomenon. A trendspotter report on high-risk drug use and NPS was published. Based on this, a trendspotter study on NPS use in prison was launched later in the year.

Leading European and international experts gathered at 'Testing the waters 2017', the Third international conference on wastewater analysis. It was organised by the Sewage analysis CORe group — Europe (SCORE) and the EMCDDA, and took place from 26 to 27 October in the margins of Lisbon Addictions.

Furthermore, the EMCDDA welcomed more than 600 visitors to its headquarters in Lisbon In 2017.

Working in partnership

In fulfilling its tasks, the agency relies on a large number of partners and, in particular, the Reitox NFPs. They play a critical role in providing national data from the 30 countries that report to the EMCDDA, namely the 28 EU Member States, Norway and Turkey. In November 2017, the Heads of NFPs meeting adopted the Reitox Development Framework. The document, which was prepared by a joint working group composed of representatives of the EMCDDA and of the NFPs, defines the main priorities for the network, in line with the EMCDDA Strategy 2025.

In performing its work and achieving its objectives, the EMCDDA also relies on its other EU and international partners. In 2017 the EMCDDA chaired the Justice and Home Affairs (JHA) agencies network ([4]). The theme chosen for the 2017 mandate was the internet. Within this framework, a conference was organised in April on 'The internet for criminal purposes: challenges and opportunities for the work of the JHA agencies', to look at how cyberspace has influenced criminal activities and to explore future issues such as monitoring drug supply on darknet markets.

Two other major events were organised jointly with partners in the harm reduction area: 'Hepatitis week' with ECDC (Lisbon, 12-16 June) and the 'EMCDDA/WHO Health in Prisons Programme (HIPP)' conference (Lisbon, 11-12 December).

In December 2017, the EMCDDA Management Board adopted the 'EMCDDA International Cooperation Framework 2018-25: maximising value from cooperation with third countries and international organisations towards a healthier and a more secure Europe'. The document updates the EMCDDA Strategy on International Cooperation adopted in 2007 and aims to fully align the activities of the agency in this area with the EMCDDA Strategy 2025.

In terms of cooperation with third countries, the agency continued to implement the Instrument for Pre-Accession Assistance (IPA) projects. To that end, the IPA 5 project, which started in 2015 with the objective of further building the capacity for drug monitoring in six candidate and potential candidate countries (Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Kosovo ([5]), Montenegro and Serbia), was successfully completed, and a new project, IPA 6, was initiated for the same countries, to run until 30 June 2019.

Finally, the EMCDDA and the Federal Office of Public Health of Switzerland (FOPH) signed a Working Arrangement on 12 September 2017. The signatories were Alexis Goosdeel, EMCDDA Director, and Pascal Strupler, Director of FOPH.

Corporate developments

The agency's Management Board adopted the EMCDDA Strategy 2025 in December 2016, and 2017 was the first year under it. At organisational level, the focus was therefore placed on designing and implementing a corporate change management programme encompassing the measures necessary for a smooth and coherent transition towards the new long-term strategic framework of the agency. The two main elements of that were the refinement and implementation of the new organisational structure adopted by the Management Board in December 2016; and the alignment of the EMCDDA's forthcoming PD, for 2019-21, with the strategy.

During the year, the agency performed well both operationally and financially. This was confirmed by the high level of implementation of the 2017 work programme, as well as by the yearly budget execution rate, which reached 100 % for commitment appropriations.

([1]) The following agencies are part of the JHA network: CEPOL, EASO, EIGE, EMCDDA, eu-LISA, Eurojust, Europol, Frontex, FRA.

([2]) This designation is without prejudice to positions on status, and is in line with UNSCR 1244/99 and the ICJ Opinion on the Kosovo declaration of independence. It applies to all mentions of Kosovo in this report and its annexes

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CHAPTER 2

Core business: monitoring and reporting on the drugs problem

Communicating evidence and knowledge exchange (Key area 1)

The ultimate purpose of the work performed by the EMCDDA is to inform sound decisions in the field of drugs at the levels of the EU and its Member States. The results of the data collection, monitoring and analysis process provide the evidence that policymakers and professionals from across the EU need in order to tackle the drug phenomenon effectively.

This evidence is communicated by the EMCDDA through various means, depending on the needs of its audiences/customers. The most important means are the outputs — products and services — that the agency provides to its customers (see Figure 1). These outputs are complemented by a range of knowledge-exchange activities, which include the dissemination of best practice as well as capacity-building and training initiatives.

Products

In 2017, the EMCDDA launched **64 scientific and corporate publications** and **30 Country Drug Reports** (CDRs). In addition, EMCDDA staff authored or co-authored 20 scientific articles or book chapters.

Two of these outputs were flagship EMCDDA publications, namely the ***2017 European Drug Report: Trends and Developments*** (EDR), and its acompanying information package, and the first edition of ***Health and Social Responses to Drug Problems: A European Guide*** (the European Responses Guide).

The 2017 European Drug Report package

On 6 June 2017, the EMCDDA presented its annual analysis of the drug problem in Europe: the EDR package, an interactive and interlinked annual update on the latest trends in drug supply and drug use, and the associated health and social responses in Europe.

In print and online in 24 languages, this multilingual, multimedia package offers easy access to evidence-based information on drugs for the 28 EU Member States, Turkey and Norway.

The report was launched at a press conference in Brussels, by Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship, Laura d'Arrigo, Chair of the EMCDDA Management Board, and Alexis Goosdeel, EMCDDA Director. Furthermore, the EMCDDA participated in national EDR launches held in seven EU Member States (Cyprus, Latvia, Lithuania, Poland, Romania, Slovenia, Slovakia) and Norway.

FIGURE 1. **Key facts and figures**

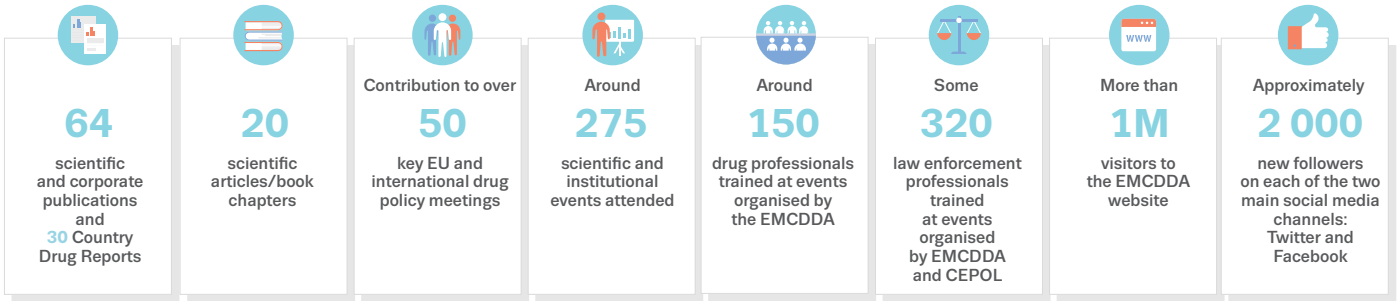


FIGURE 2. **Example of a visual used on social media to promote the European Drug Report 2017**

The 2017 EDR was complemented for the first time by 30 CDRs (see Figure 3), presenting summaries of national drug situations in the 28 EU Member States, Turkey and Norway. Developed by the EMCDDA in cooperation with the Reitox NFPs, these graphic-rich reports cover drug use and public health problems; drug policy and responses; and drug supply.

The **Statistical Bulletin** completed the picture by providing access to the quantitative data used by the EMCDDA for reporting on the drug situation.

Also published on the day of the 2017 EDR launch were:

- **High-risk drug use and new psychoactive substances**
- updates on preventing overdose deaths, changes in Europe's cannabis resin market, drug consumption rooms, synthetic cannabinoids and wastewater-based epidemiology (Perspectives on drugs).

A **motion graphic**, two news releases in 24 languages (**taster**, **highlights**), a special edition of the newsletter *Drugnet Europe* (**issue 98**) and a **promotional brochure** were produced by the agency to mark the launch of the EDR.

FIGURE 3. **Country Drug Reports**

Summaries of national drug phenomena placed in European context

New graphic-rich product

Developed in cooperation with national focal points

PDF and html versions and six translations into national languages

The EMCDDA's new flagship publication, the European guide on responding to drug problems.
© EMCDDA, Silke Vitt

First European guide on responding to drug problems

This new **EMCDDA flagship publication** aims to provide a state-of-the-art overview of the responses to drug use across the EU and their effectiveness, as well as implications for action. The report complements the annual EDR and the triennial *EU Drug Markets Report*. Together, these three reports aim to provide a comprehensive European picture to assist policymakers and practitioners to develop policies and interventions that will contribute to a healthier and more secure Europe.

The guide views health and social responses to drug problems from the three perspectives of responding to:

- problems associated with different types of drug and patterns of use;
- the needs of different groups (e.g. women, young people, migrants, ageing drug users); and
- problems in different settings (e.g. prisons, nightlife, festivals, schools, workplaces, local communities).

Designed as an initial reference point, the publication includes summaries and user-friendly signposting to highlight key information, best practice examples, and implications for policy and practice. The guide links to the **EMCDDA Best practice portal (BPP)**, which contains a wide range of resources, including the **'Xchange' registry of evidence-based programmes**, and **standards** to boost the quality of responses. Two news releases in 24 languages provide further details (**taster**, **highlights**).

Drugs and the darknet: joint EMCDDA-Europol report

On 28 November, the EMCDDA and Europol launched a joint report on ***Drugs and the darknet***. To that end, a press conference — in the presence of European Commissioner Avramopoulos and the two agency directors — was held in the margins of the Heads of EU JHA agencies network meeting, which was organised under the EMCDDA's 2017 chairing of the JHA agencies network (see Cross-cutting area C).

The report presents the latest understanding of how darknet markets function, the threats they pose to health and security, and how Europe can respond. Two motion graphics on '**Cryptocurrencies in the darknet**' and '**Darknet markets ecosystem**' were developed specifically for this report. A **joint news release** was issued by the EMCDDA and Europol.

Other joint publications

In November 2017 the EMCDDA released a **joint systematic review** with ECDC on whether or not active case finding can help reduce communicable diseases in prisons. The findings from this systematic review will serve as the evidence base for the development of ECDC and EMCDDA public health guidance on active case finding for communicable diseases in prison settings, to be released in 2018.

A joint publication was released with the Pompidou Group on ***Public expenditure on supply reduction policies***.

Drugs and the darknet press conference on 28 November in Lisbon. From left to right: Rob Wainwright, Europol Executive Director; Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship; Alexis Goosdeel, EMCDDA Director; Kathryn Robertson, Head of Media relations and marketing, EMCDDA.
© EMCDDA, Nuno Saraiva

Threat assessment reports

In 2017, the EMCDDA published the highest number of outputs related to the implementation of **Council Decision 2005/387/JHA on the information exchange, risk assessment and control of new psychoactive substances** (see Key area 2) since the entering into force of this Decision in 2005.
Nine **EMCDDA-Europol Joint Reports on new psychoactive substances** (NPS) (see Figure 4 for details) and three **risk assessment reports** were published in the EMCDDA layout.

Furthermore, as part of the EU Policy Cycle on Serious and Organised International Crime of the COSI, work on two Europol-EMCDDA threat assessments (on methamphetamine and on new synthetic opioids) was carried out and the reports will be publicly available in 2018.

In the same category of threat assessment reports, the trendspotter report ***High-risk drug use and new psychoactive substances*** was also published. This report provides a first look at the emergence of more problem forms of use of NPS among a range of demographic groups, including people who inject opioids and amphetamines, prisoners, homeless people and men who have sex with men.

Topic overviews and updates on important drug-related issues

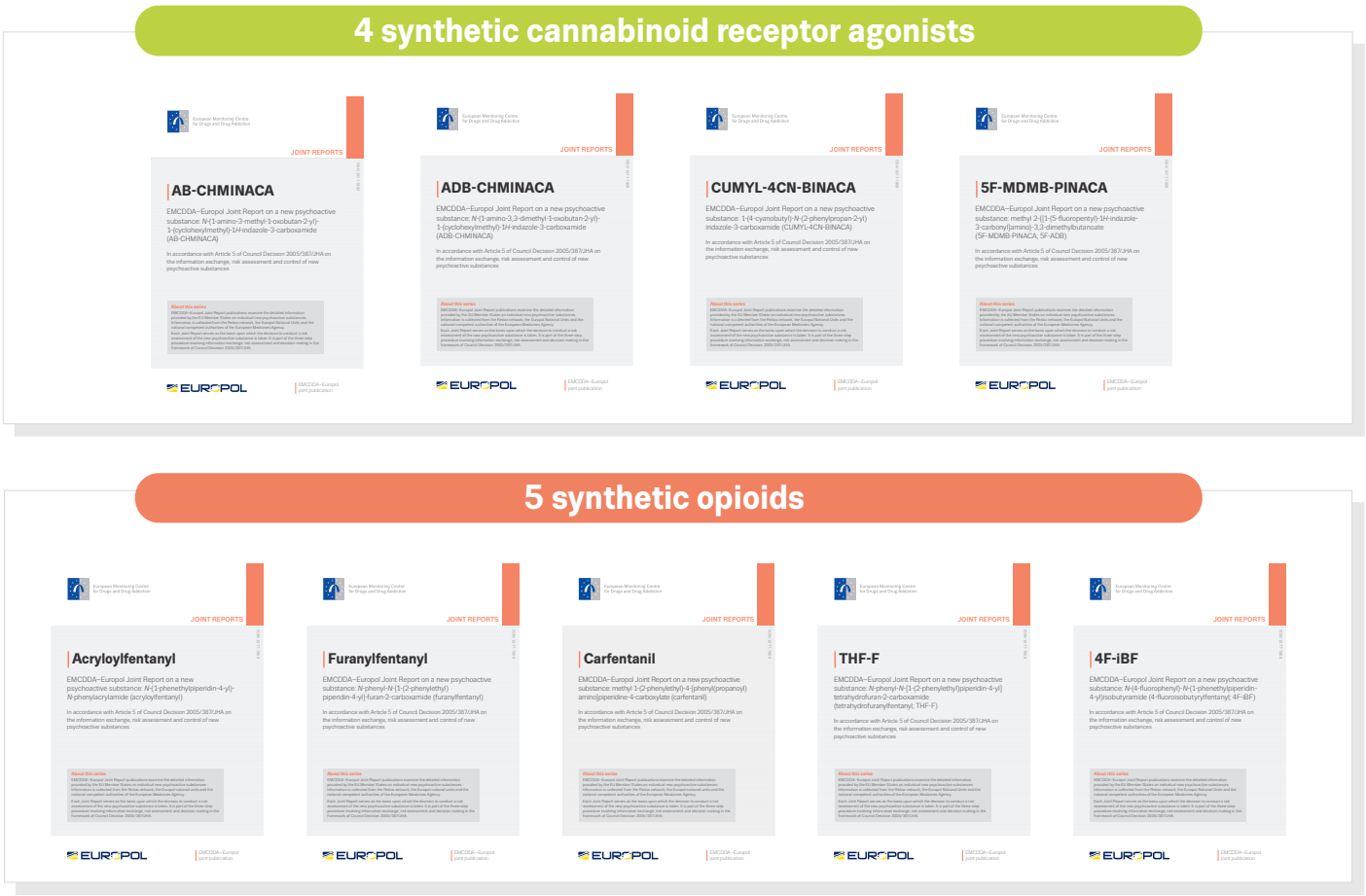
In the course of 2017, the EMCDDA also released various papers, technical reports and manuals on topics relevant to policymakers and practitioners.

As an example, the costs related to drug treatment were spotlighted in an EMCDDA Insights publication released in 2017, entitled ***Drug treatment expenditure: a methodological overview***.

It is estimated that over one million people receive treatment for drug-related problems in the European Union every year. In collaboration with experts from around the globe, the **EMCDDA compiled this analytical report**, the first of its kind, to present the current practices used for estimating drug treatment costs in order to help fill the knowledge gap.

At a time of increased debate on the laws controlling the use of cannabis in the European Union, the EMCDDA published in March 2017 a report answering some of the questions most often asked about cannabis legislation: ***Cannabis legislation in Europe: an overview***. In addition, policymakers were kept informed through regular alerts on new developments in the cannabis policy area.

FIGURE 4. **EMCDDA-Europol Joint Reports on NPS in 2017**



A **technical report on national drug trafficking laws** and their application in the EU Member States was published in January 2017. It compares the penalties set out in national laws for trafficking cannabis, amphetamine, cocaine and heroin with the sentencing outcomes expected by the legal practitioners, including penalties imposed and the estimated time likely to be spent in prison.

Also in January, the EMCDDA published a paper on ***Drug supply reduction: an overview of EU policies and measures*** which provides an overview of EU policies and responses to the production and trafficking of illicit drugs within the international context. It considers the different strategic areas involved, the EU structures concerned, and some of the key measures currently being implemented by the EU and its international partners.

In December, the EMCDDA published a paper on ***Developing drug supply monitoring in Europe: current concepts***, which presents a snapshot of the EMCDDA's conceptual framework for supply monitoring (see Key area 3).

Additionally, a paper on ***Drug squads: units specialised in drug law enforcement in Europe. Situation in the EU Member States, Norway and Turkey in 2015*** was released by the EMCDDA in December.

In 2017 the agency also further developed its web resources and released four new topic pages (harm reduction, prevention, prisons and treatment). The new **prison topics page**, launched in October, provides a comprehensive overview of resources available on this issue.

FIGURE 5. **Prison topic page on the EMCDDA website**

Another **topic page was dedicated to legal approaches to drugs and driving**. This topic overview describes the national laws in EU Member States and Norway, along with EU legislation, on drugs and driving.

Services: support to policy

EU level

In 2017, the EMCDDA continued to support drug policy dialogue at EU level by providing expertise and technical information to the EU institutions (the European Parliament (EP), the Council of the EU and the EC).

With regard to collaborating with the EP, the Director participated in various meetings of the Committee on Civil Liberties, Justice and Home Affairs (LIBE).

On 9 February, the EMCDDA Director presented the priorities of the **EMCDDA's chairing of the network of JHA agencies in 2017**, as well as of the EMCDDA Strategy 2025 and the PD for 2017-19. He then presented the findings from the most important annual publication — the 2017 EDR — to the LIBE Committee in Brussels on 8 June. On 11 October, the Director attended a meeting of the LIBE Committee during which he made a presentation on the performance of the agency in 2016, based on the final accounts and figures of the General Report of Activities for 2016.

Throughout the year, the Director had also bilateral meetings with several Members of the European Parliament (MEPs) — members of the LIBE Committee and the Committee on the Environment, Public Health and Food Safety (ENVI) — on issues concerning the work of the agency.

Agency staff participated in an expert panel on 'Public safety and public health: municipal drug policies in the Member States', hosted by MEP Michał Boni (Poland), member of LIBE, and the Polish Drug Policy Network on 20 June in Brussels. A member of the EMCDDA staff participated in the MEP-Scientist Pairing Scheme 2017, under the topic 'Science meets Parliament: the role of science in a post-fact society', which was organised by the European Parliamentary Research Service from 28 to 30 November 2017 at the EP in Brussels.

Throughout 2017 the EMCDDA also continued to contribute to key policy documents. To that end, the agency fulfilled the tasks assigned to it within the EU Agenda on Security 2015-20. Core tasks in this regard were to support the multi-annual EU Policy Cycle on Serious and Organised International Crime, in particular the priorities set by COSI on heroin, cocaine and synthetic drugs in the annual European Multidisciplinary Platform Against Criminal Threats (EMPACT) operational action plans (OAPs). This included providing training to law enforcement professionals (see joint activities with CEPOL in 'Services: support to practice'), supporting Europol on reporting on synthetic drugs and cocaine production sites, contributing to EMPACT technical meetings, providing input for the drafting of the next EMPACT OAPs, providing briefing notes to the EC on issues such as the drug situation in Afghanistan or Jordan and contributing to the EU's comprehensive assessment of the EU Security Policy.

A key contribution to EU policymaking is provided by the EMCDDA in the NPS area (see also Key area 2). To that end, as proposed by the EC, based on the risk assessment reports submitted by the EMCDDA, the **Council decided in 2017 that acryloylfentanyl** and **furanylfentanyl** should be subject to control measures across Member States. This is the ultimate EU policy response to the NPS phenomenon and it shows the agency has had significant input into EU policymaking.

In the field of HIV/AIDS, in January the **EMCDDA Director spoke at the opening session** of a **two-day conference on HIV**, co-organised by the Maltese EU Presidency and ECDC. The Director also gave a presentation at the Mini HCV Policy Summit on 'Eliminating HCV in Portugal', hosted by MEP Carlos Zorrinho (Portugal, substitute member of the ENVI Committee), which took place on 12 October at the EP in Brussels. He also participated in the Mini HCV Policy Summit on 'Eliminating HCV in Greece', hosted by MEP Georgios Kyrtsos (Greece, Member of the Committee on Economic and Monetary Affairs) on 22 November at the EP in Brussels.

The EMCDDA also participated in and delivered presentations at the meetings of the HIV/AIDS, Hepatitis and Tuberculosis Think Tank, organised by the Directorate-General for Health and Food Safety (DG SANTE) and held in Luxembourg, on 21 to 22 June and 19 December, and the meeting of the EU HIV/AIDS, Viral Hepatitis and Tuberculosis Civil Society Forum (18-19 December). Throughout the year, the cooperation with DG SANTE was further developed. This included a presentation on 6 December in Luxembourg of the 'Health and social responses to drug problems: a European guide' at the meeting of the Expert Group on Health Information delivered by the Director, who also met with Mr John F. Ryan, Director of DG SANTE.

The agency was also very active in providing support to the EC and the European External Action Service on activities with third countries. This included contributions to the EU non-paper on drugs for Montenegro and for Serbia, to the 2018 EU enlargement package, and to the Mini-Dublin Group reports on Western Balkan and selected European Neighbourhood Policy countries, as well as ad hoc support to the second phase of the Cooperation Programme between Latin America and the European Union on Drugs Policies (COPOLAD II) and the Central Asia Drug Action Programme — Phase 5 (CADAP 5) projects of the EC.

The EMCDDA continued to strengthen the cooperation with the relevant EC services, in particular with DG HOME, the agency's Partner DG. Several coordination meetings took place with the EC during the year, and briefing notes were provided when requested to support missions carried out by EC representatives to third countries.

The agency also attended some 53 key EU and international drug policy meetings, including the meetings of the Horizontal Working Party on Drugs (HDG), which were organised throughout the year under the Maltese and Estonian Presidencies of the Council of the EU; the two national drug coordinators' meetings held under the same Presidencies (in St Julians, Malta, on 24 April and in Tallinn on 13-14 September); and the 60th Session of the Commission on Narcotic Drugs (Vienna, 13-15 March).

There were several high-level visits from EU institution representatives to the EMCDDA in 2017. Highlights included the visits of:

- Gilles de Kerchove, EU Counter-Terrorism Coordinator (12 January);
- Carlos Moedas, European Commissioner for Research, Science and Innovation (8 May);
- Julian King, European Commissioner for Security Union (6 November);
- João Gomes Cravinho, Head of the EU Delegation in Brazil (19 December).

In the drug research area, the EMCDDA, at the request of DG Migration and Home Affairs, became a member of the evaluation committee in charge of assessing the proposals submitted under the 'Supporting Initiatives in the Field of Drugs Policy' 2017 call. Furthermore, the agency supported its Scientific Committee in preparing and delivering to the HDG its input to the Annual Dialogue on Research priorities.

Last but not least, the EMCDDA's cannabis policy news service, which was launched in 2016, continued to provide regular alerts to its subscribers (a total of 161 by the end of 2017).

Member States

Throughout the year, the EMCDDA maintained communication with the Member States, in particular with the agency's main national partners and data providers, the Reitox NFPs.

The EMCDDA Director paid high-level institutional visits to Greece (21-22 September), Bulgaria (25-27 September), the Czech Republic (17-18 October) and Luxembourg (5 December). EMCDDA staff also travelled to support the national launches of the 2017 EDR in seven EU Member States (Cyprus, Latvia, Lithuania, Poland, Romania, Slovenia, Slovakia) and Norway.

Further technical missions were carried out at the invitation of national authorities to support different countries' drug initiatives. One example is the support provided to Cyprus: the EMCDDA participated in the drug strategy evaluation meeting (Nicosia, 6-7 June) and a policy evaluation seminar (Larnaca, 14-15 November). On both occasions, key EMCDDA resources were presented, namely the 2017 EDR and the European Responses Guide.

The EMCDDA also received visits from high-level representatives or ambassadors from several Member States. These included the visits of:

- Balázs Molnár, Deputy State Secretary, Ministry of Foreign Affairs, Hungary (27 January);
- Members of the European Affairs Committee, Portuguese National Parliament (11 July);
- Ana Paula Zacarias, Secretary of State for European Affairs, Portugal (22 August).

Finally, in October the **EMCDDA launched** its new resource ***Evaluating drug policy: a seven-step guide to support the commissioning and managing of evaluations***. The document summarises the main issues concerning evaluation in the field of drug policy. Recognising that there is no single correct way to undertake an evaluation, the publication is designed to assist policymakers in choosing the best approach to suit their circumstances and to maximise the value of any evaluation.

An accompanying web page was also launched to provide more information and resources on policy evaluation. It includes information on EU drug policies as well as links to further resources.

Services: support to practice

Knowledge exchange is a key task of the EMCDDA. This involves the dissemination of best practice and the design and implementation of capacity-building and training initiatives for different audiences.

Best practice portal

Identifying and disseminating information on the effectiveness of interventions across the EU and beyond is a core area for the EMCDDA. The main dissemination channel is the **Best practice portal** (BPP).

In 2017 the BPP was revamped in the context of the launch of the European Responses Guide and to make it even more practice oriented through the addition of the following new elements:

- **Xchange prevention registry**: online registry of evidence-based prevention programmes. It supports decision making by continuously compiling information on implementation experiences and on the effectiveness of programmes.
- **Evidence database**: provides access to the latest evidence on drug-related interventions. The information is based on systematic reviews and is updated regularly.
- **Policy and practice briefings**: a one-stop-shop for anyone planning or delivering health and social responses to drug problems in Europe. Each briefing consists of a summary of the main issues, the main response options, an overview of the current situation, key implications for policy and practice, and links to further resources.

FIGURE 6. **Best practice portal on the EMCDDA website**

Furthermore, since early 2017 the EMCDDA has been hosting an online **Healthy Nightlife Toolbox** (HNT), which collects and provides information on good practice interventions targeting drug and alcohol use and related problems among young people in nightlife settings. The HNT expands on the model for partygoers in the BPP.

In addition, the EMCDDA published in 2017 a review on ***Communities That Care*** and one on ***Drug testing in schools***.

One more publication, the technical report ***Implementation of drug-, alcohol- and tobacco-related brief interventions in the European Union Member States, Norway and Turkey***, was released in March 2017.

Training and capacity building

Another effective means of supporting practice is through training and capacity-building activities. During the year, several Reitox Academies, and training initiatives in cooperation with traditional partners, such as ISCTE — University Institute of Lisbon (ISCTE-IUL) and CEPOL, took place.

Reitox Academies

The Reitox Academies are the main capacity-building initiative of the EMCDDA in collaboration with, and for the benefit of, its partners in the Member States or third countries. Five Reitox Academies were organised in 2017 for 102 professionals from EU Member States and non-EU countries. Further details are presented in Key area 3 and Cross-cutting areas A and C.

European drugs summer school

The **sixth European drugs summer school** (EDSS), 'Illicit drugs in Europe: demand, supply and public policies', opened on 26 June 2017 in Lisbon. The two-week course is a previously established joint initiative of the EMCDDA and ISCTE-IUL and is supported by the US National Institute on Drug Abuse (NIDA).

In 2017, the EDSS reached its maximum capacity with a record number of 51 participants enrolled from some 25 countries.

The EMCDDA and ISCTE-IUL will further strengthen their future cooperation thanks to a new Memorandum of Understanding **signed between the two bodies on 10 May 2017 in Lisbon**.

Support for training activities organised by CEPOL

As part of its contribution to the EMPACT OAPs of the EU Policy Cycle on Organised and Serious International Crime, in 2017 the EMCDDA continued to support the training activities organised by CEPOL for law enforcement professionals. This included participation as experts in five training initiatives (webinars or residential) organised by this partner agency (see Table 1).

European drugs summer school, class of 2017
© ISCTE-IUL, Hugo Alexandre Cruz

TABLE 1. **Training initiatives organised with CEPOL in 2017: activities and number of participants**

Course	Residential	Webinar
Webinar: Introduction to the ERICES(*) tool for data collection on cocaine laboratories dismantled in Europe		89
Webinar: Clandestine laboratories producing NPS		94
Cocaine trafficking training course	38	
Heroin trafficking training course	31	
Drug markets and drug-related crime: strategic analysis	38	
Illicit laboratories dismantling course	30	
Grand total	**137**	**183**

Source: CEPOL.

(*) European Reporting on Illicit Cocaine Extraction-Conversion Sites.

For the first time, in 2017 the EMCDDA developed and implemented, in partnership with CEPOL and the Portuguese Judicial Police, a three-day residential training course on 'Drug markets and drug-related crime: strategic analysis', based on the *EU Drug Markets Report* published in 2016 jointly by the EMCDDA and Europol. The course, which was organised in Lisbon, was attended by senior law enforcement officers from EU Member States and Switzerland. As a result of a high satisfaction rate among participants, a new edition of this course will be organised in June 2018.

Finally, in 2017 the EMCDDA continued its work on the development of a European training module for prevention professionals based on the Universal Prevention Curriculum (UPC). The UPC was adapted to European needs and standards (**UPC-Adapt**) through the active involvement of the EMCDDA. Piloting in nine EU Member States (Belgium, Czech Republic, Germany, Estonia, Spain, Croatia, Italy, Poland and Slovenia) is currently ongoing.

Dissemination of results and evidence — the EMCDDA's digital channels

Online communication is the agency's preferred channel for disseminating up-to-date knowledge on all facets of the drug problem, with the EMCDDA website at the core. Social media and multimedia channels are used to communicate events and findings and engage more actively with our audiences in real time. Figure 7 shows our activities through online communication channels.

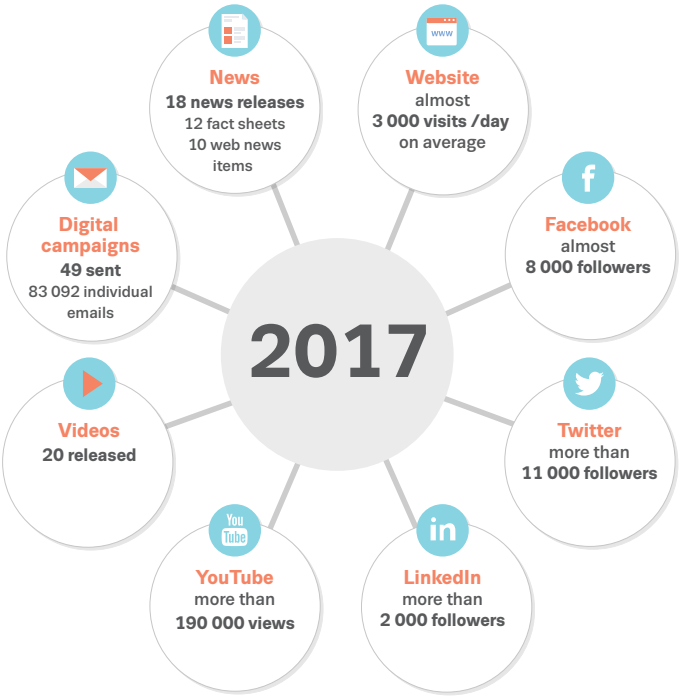
Furthermore, the EMCDDA maintained relations with the media throughout the year. A total of 300 requests from the press were received and answered in 2017.

In the course of the year, two media-monitoring projects were carried out, one relating to the EDR and the other relating to the European Responses Guide.

In relation to the EDR, the Kantar Media report shows a total of 4 683 items of coverage (36 % more than in 2016). International content enjoyed a third consecutive year of increasing volumes, rising from 971 items in 2016 to 1 242 items in 2017, representing a 28 % increase. The United States accounted for 60 % of the international volume (748 items).

Concerning the European Responses Guide, 358 articles were published. Nearly 2 000 articles were tracked relating to the EMCDDA activities unfolding in Lisbon Addictions week (28 EU Member States, Norway, Turkey and international markets).

FIGURE 7. **EMCDDA online communication channels**



Lisbon Addictions 2017

Leading international experts in the field of addiction science **met in Lisbon from 24 to 26 October** for the **Second European conference on addictive behaviours and dependencies**. More than 1 200 participants attended the high-level event, which brought together researchers, practitioners and policy experts from over 70 countries. The latest scientific evidence in the area was discussed and challenges relating to illicit drugs, alcohol, tobacco, gambling, the internet and other addictive behaviours were explored.

During the three-day conference, close to 500 presentations were delivered, over 200 posters exhibited and more than 20 lectures offered by internationally renowned researchers and professionals.

Close to half of the conference participants responded to the online questionnaire and the results speak for themselves:

- More than 90 % of respondents rated the keynote speakers as 'excellent', 'very good' or 'good', while the oral presentations were rated highly by 88 % of the respondents.
- More than 95 % of respondents rated the overall impression of the conference as 'excellent', 'very good' or 'good'.
- A total of 87 % of respondents would recommend Lisbon Addictions to others.

FIGURE 8. **Conference banner**

The EMCDDA's presence at Lisbon Addictions

EMCDDA staff gave 27 presentations and showcased eight **posters** during the three-day-event and chaired a number of sessions. Conference participants were encouraged to meet EMCDDA staff, browse through publications and explore the website at the joint EMCDDA-SICAD (*Serviço de Intervenção nos Comportamentos Aditivos e nas Dependências*) stand during the whole conference.

EMCDDA exhibition stand at Lisbon Addictions. © EMCDDA, Nuno Saraiva

In the margins of the conference, the EMCDDA partnered with key European and international players in the drugs field to organise a variety of additional events, such as the **Third international conference on wastewater analysis, organised by the Sewage analysis CORe group — Europe (SCORE) and the EMCDDA**, and the **Third international symposium on drug-impaired driving**, a **collaborative effort by the EMCDDA, the Canadian Centre on Substance Use and Addiction, the NIDA international programme and the New Zealand Drug Foundation**. With cannabis use and policy evolving internationally, drug-impaired driving has become an increasingly important issue. This international symposium provided those concerned with policy developments in the field of cannabis with an overview of current knowledge and the latest developments in the area of cannabis-impaired driving.

Early warning and threat assessment (Key area 2)

Responding to NPS — EU Early Warning System and risk assessment

In 2017, together with its partners in Member States (the Reitox network of the Early Warning System (EWS) correspondents), Europol and the European Medicines Agency (EMA), the EMCDDA carried on ensuring continuous and robust implementation of the EWS under the terms of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of NPS. Key outputs of the EWS have been rapid notifications and public health alerts on NPS, the exchange of forensic and toxicological analytical data, and outputs related to the implementation of the Council Decision and the risk assessment mechanism.

In addition:

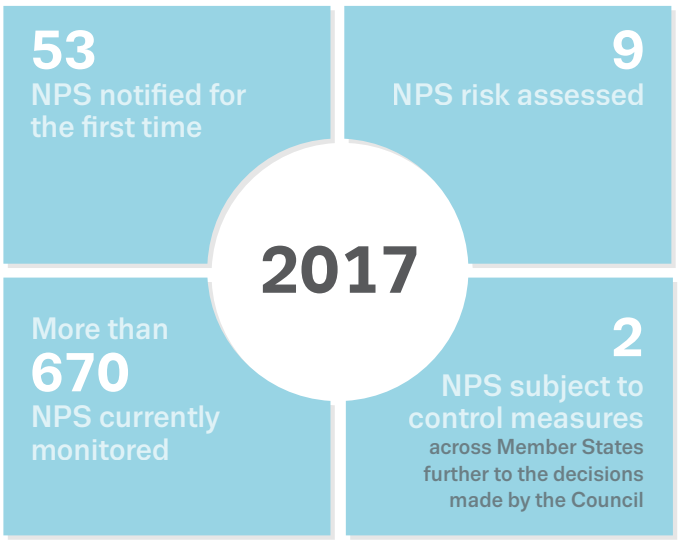
- Ten EMCDDA-Europol **Joint Reports**, namely on furanylfentanyl, AB-CHMINACA, ADB-CHMINACA, 5F-MDMB-PINACA, CUMYL-4CN-BINACA, 4-fluoroisobutyrylfentanyl (4F-iBF), tetrahydrofuranylfentanyl (THF-F), carfentanil, cyclopropylfentanyl and methoxyacetylfentanyl, were prepared, submitted to the EU institutions and published on the EMCDDA website in 2017.

- Nine risk assessments on acryloylfentanyl, furanylfentanyl, AB-CHMINACA, ADB-CHMINACA, 5F-MDMB-PINACA, CUMYL-4CN-BINACA, 4-fluoroisobutyrylfentanyl (4F-iBF), tetrahydrofuranylfentanyl (THF-F) and carfentanil were carried out by the EMCDDA's Extended Scientific Committee on 22 February, 23 May and 6-8 November, and the risk assessment reports were subsequently submitted to EU institutions as stipulated by the Council Decision.

- Based on the risk assessment reports submitted by the EMCDDA, the Council of the EU decided on 25 September and 15 November respectively that acryloylfentanyl and furanylfentanyl should be subject to control measures across Member States.

- Following the control measures, three risk assessments were published, on MDMB-CHMICA (this report was the result of a risk assessment exercise carried out by the extended Scientific Committee of the EMCDDA in July 2016), acryloylfentanyl and furanylfentanyl. They incorporated the Council implementing decisions on subjecting the substances to control measures in 2017.

FIGURE 9. **EWS and risk assessment: key facts and figures**



Network management and the provision of technical assistance on a daily basis to the members of the Reitox EWS network continued to be central activities of the EMCDDA in 2017. This reflects the importance of maintaining strong networks to ensure that early warning activities are effective. Literature searches were performed for all the substances that were detected for the first time in Europe and formally notified to the EWS Network. In addition, structured data were collected periodically on all monitored substances, and trends in the NPS market were identified and analysed.

The 17th Annual Meeting of the Reitox EWS Network took place on 5 and 6 December, in conjunction with the closing meeting of the EU-funded project 'SPICE-profiling'. All presentations given at this meeting and the minutes of the proceedings were published in the European Database on New Drugs (EDND).

In accordance with Article 10 of the Council Decision, the EMCDDA-Europol 2016 annual report on the implementation of Council Decision 2005/387/JHA was prepared by these two agencies, submitted to EU institutions in June and published in July 2017. The report presented the key activities performed by the EMCDDA and Europol in 2016, including a list of the NPS that were notified, the Joint Reports produced, the risk assessments conducted and the public health alerts issued.

Substances posing serious health risks were intensively monitored throughout 2017. Nine substances, AB-CHMINACA, ADB-CHMINACA, 5F-MDMB-PINACA, CUMYL-4CN-BINACA, 4-fluoroisobutyrylfentanyl (4F-iBF), tetrahydrofuranylfentanyl (THF-F), carfentanil, cyclopropylfentanyl and methoxyacetylfentanyl met the criteria for launching a Joint Report with Europol, in accordance with Article 5 of the Council Decision.

New NPS legislation adopted in 2017

An important development in this area was the adoption of a **new NPS legislation** on 24 October 2017. This came into force on 22 November, one day after its publication in the Official Journal of the European Union, and it will start being applied from November 2018.

The **legislation includes a stronger EWS and a faster risk assessment process**. The developments are in response to the recent growth in the market in NPS and follow a proposal from the EC comprising:

- a Regulation regarding information exchange on, and an early warning system and risk assessment procedure for, new psychoactive substances (amending the EMCDDA Founding Regulation); and
- a Directive including new psychoactive substances in the definition of 'drug'.

The new legislation retains the current three-step approach to responding to NPS — early warning, risk assessment and control measures — while significantly strengthening existing processes by streamlining and accelerating data collection and assessment procedures. Throughout the new procedure, shorter deadlines are introduced.

The EMCDDA will continue to play a leading role in monitoring NPS reported by EU Member States.

To that end, ad hoc data collection activities for the preparation of the Joint Reports were launched. Structured data were requested from the Reitox NFPs, Europol, the EMA and WHO. In addition, a search of open source information (OSI) was performed and the results were collated, reviewed, validated and analysed.

The Joint Reports were prepared and submitted to the EU institutions before the required legal deadlines stipulated by the Council Decision.

During the course of the year, the agency was invited to disseminate its knowledge at various events and training initiatives, as well as to the large number of visitors to the EMCDDA. An important event was the Fifth International Conference on Novel Psychoactive Substances, which the EMCDDA co-organised. It took place in Vienna on 23-24 October 2017.

Information exchange with the EMA and the EU pharmacovigilance system on medicines and substances with medicinal properties was ongoing in 2017. The two agencies continued to strengthen their collaboration in accordance with their roles under Council Decision 2005/387/JHA, Regulation (EU) No 1235/2010 and the working arrangements in place. In recent years, there has been an increase in the number of medicinal products monitored by the EMCDDA under the EWS. In turn, this has led to an increase in the number of requests made by the Pharmacovigilance Risk Assessment Committee of the EMA to the EMCDDA for information on such medicines, after signals related to their misuse and abuse were identified by the EWS.

The Toxicovigilance System of the EWS was further developed. With a view to detecting signals of NPS that pose health concerns, daily searches and reviews of major English-language OSI, including scientific and medical literature, were performed.

The agency also actively cooperated with international bodies, particularly the United Nations Office on Drugs and Crime (UNODC) and WHO in Geneva, in order to support prioritisation, scheduling discussions and information exchange activities and meet the need to respond at international level to the harms caused by NPS. A list of substances to assist in the prioritisation of substances to be reviewed during the 39th Expert Committee on Drug Dependence (ECDD) meeting was provided by the EMCDDA on 12 May. Furthermore, an expert meeting was organised between WHO and the EMCDDA at the EMCDDA premises, on the same date.

The EMCDDA and the UNODC also strengthened their collaboration on the collection of data related to the identification and seizure of NPS in Europe. This collaboration is based on the recognition of the world-leading role played by the EU EWS and the EMCDDA in the early identification of threats related to NPS. The list of NPS notified to the EWS was shared by the EMCDDA with the UNODC.

As part of the IPA 5 project (see Cross-cutting area C for details), support was also provided to third countries (candidate countries (CCs) and potential candidate countries (PCCs)) to design and operate an EWS at national level (NEWS). To that end, the exchange of communication on news related to NPS and EWS in Europe was ongoing between the EMCDDA and the beneficiaries' representatives.

Furthermore, representatives of four CCs and PCCs attended the 17th Annual Meeting of the Reitox EWS Network in December. Two satellite events were organised around the meeting: on control of NPS and on reporting of NPS. On that occasion, the EMCDDA presented an adapted version of the EU EWS formal notification, to be used by partner third countries starting from 2018.

Capacity building in this area also included one regional Reitox Academy and three seminars for CC and PCC beneficiaries, which were organised by the EMCDDA with support from experts from Croatia, Hungary and Poland, as follows:

- Reitox Academy on 'Methods for detection NPS and the role of forensic laboratories in the national early warning system' (Hungary, 4-6 April), with 15 participants — the event, the first of this kind, was organised jointly with the Hungarian Institute of Forensic Sciences;
- 'NPS for customs, courier services and the main post office' (Belgrade, 28 April), with 20 participants;
- 'NPS for representatives of health services' (Banja Luka, Bosnia and Herzegovina, 8 June), with some 40 participants;
- 'NPS: methods for analysis of markets and new trends' (Tirana, 13-14 June), with 20 participants.

Emerging trends and threats

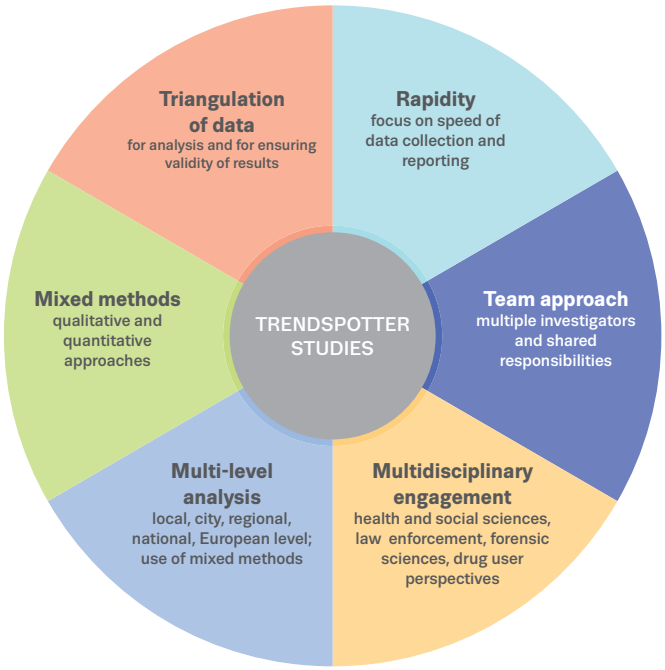
The detection and monitoring of new trends and threats remained one of the key tasks of the agency in 2017. The activities in this field reflect an increasing recognition of the importance of facilitating the development of early responses to potential threats by strengthening the systems for identifying and tracking new and emerging trends.

Detecting new trends: the EMCDDA trendspotter methodology

A trendspotter study is a rapid information assessment that uses multiple social research methods to explore a topic of interest or concern. The approach was developed and has been used by the EMCDDA since 2011 as a tool to complement other routine drug monitoring methodologies. It has generally been utilised to explore emerging phenomena and new trends that are in their infancy and/or not covered by existing data sets. A handbook is being developed by the agency (for publication in 2018), to support the use of the methodology by EMCDDA staff and partners alike.

In that regard, the EMCDDA carried out a 'Trendspotter workshop for National Focal Points' in July 2017, which was attended by 18 participants from seven countries, who learned how to conduct a trendspotter exercise at national level based on the methodology laid down in the draft trendspotter handbook. At the end of 2017, the first national trendspotter study meeting was held in Copenhagen, following the same trendspotter methodology and accompanied by an EMCDDA support team.

FIGURE 10. **Characteristics of trendspotter studies**



Furthermore, at the Second COPOLAD II Annual Meeting of National Drugs Observatories, which took place in November 2017 in Lisbon, the EMCDDA delivered a training workshop on the trendspotter methodology.

Finally, a trendspotter study carried out in 2016 on 'High-risk drug use and new psychoactive substances' identified 15 European countries where there is evidence that NPS in prison settings is an issue of concern. The **results of the study were published in 2017**. Based on them, the EMCDDA launched a trendspotter study on NPS use in prison in 2017. This will result in an in-depth analysis of the topic, providing different insights and perspectives.

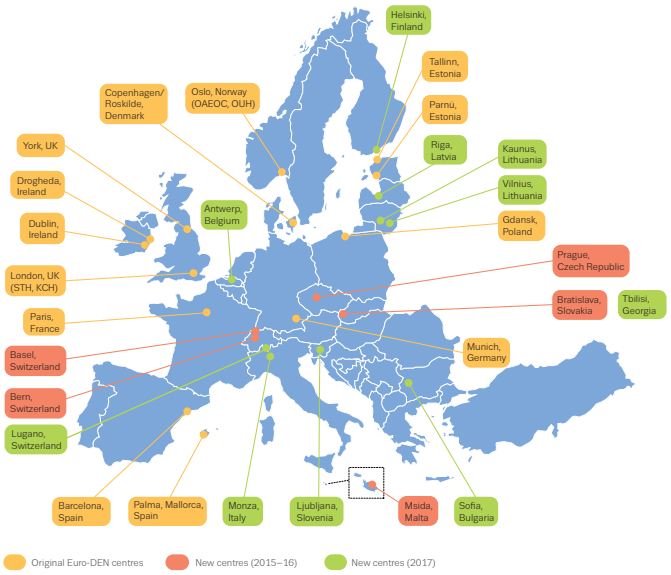
New data sources for drug monitoring — European Drug Emergencies Network expanded reach in 2017

Supported by the EMCDDA, the **European Drug Emergencies Network** (Euro-DEN Plus) monitors drug-related emergency presentations across Europe to provide unique insight into acute health harms related to drug use (see Figure 11).

In the course of 2017, the network expanded its reach by collecting data from new hospital 'sentinel' centres in eight European cities. The eight new centres bring the network to a total of 29 sentinel centres in 21 European countries.

In March 2017, the EMCDDA and Euro-DEN Plus held a two-day network meeting in Tallinn, Estonia, aimed at providing an overview of the project and its data collection model, specifically for the new centres in Latvia and Lithuania.

FIGURE 11. **Location of Euro-DEN Plus centres**



Testing the waters — Third international conference on wastewater analysis in Lisbon

In 2017, the EMCDDA continued its collaboration with the SCORE group. This Europe-wide network works to standardise the approach to **wastewater analysis** and coordinate national studies by analysing wastewater in over 50 European cities and 20 countries in Europe to explore the drug-taking behaviours of their inhabitants.

Leading European and international experts met in Lisbon from 26 to 27 October 2017 to review the state of the art of the rapidly developing scientific area of wastewater-based epidemiology. They gathered at '**Testing the waters 2017**', the Third international conference on wastewater analysis, **organised by the SCORE group and the EMCDDA**. The conference took place during Lisbon Addictions 2017.

One of the main objectives of the conference was to bridge the fields of wastewater-based epidemiology and more established drug epidemiology. It examined the current applications and future prospects for this innovative drug monitoring approach.

Situation, responses and trend analysis (Key area 3)

This area encompasses the core monitoring and analysis activities of the EMCDDA, which provide an annual state-of-the-art overview of drug demand and supply, together with the responses aimed at tackling them and the core trends in these domains. These activities are based on established tools and processes that are regularly assessed to ensure that they are fit for purpose, complemented by the development of new ones as necessary. Together, these methodological activities ensure the relevance and efficiency of the EMCDDA's core monitoring system. Moreover, it is of utmost importance that this system provides valid, reliable and accurate information, in order to inform sound decisions for policy and practice.

Ongoing monitoring and analytical work was carried out throughout the year, and this fed into the key outputs produced by the agency. These outputs are mainly presented in Key area 1.

Monitoring drug demand

In terms of monitoring drug demand, the agency relies on its well-established key epidemiological indicators (KIs), which include the prevalence and pattern of drug use in the general population (based on a general population survey (GPS)); the prevalence and patterns of high-risk drug use (problem drug use (PDU) indicator); the number and characteristics of drug users contacting drug services, in particular treatment services (treatment demand indicator (TDI)); the number of drug-induced deaths and mortality among drug users (drug-related deaths (DRD) indicator); and infectious diseases related to drug use (drug-related infectious diseases (DRID) indicator).

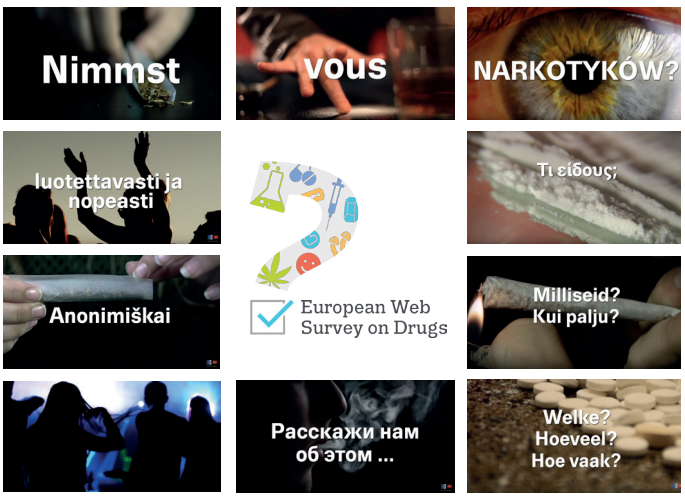
Although these indicators are now established, further methodological improvements are necessary, to ensure that they remain fit for purpose. To that end, work continued in 2017, and several projects were implemented to further develop these KIs. This was supported by the Reitox NFPs and other experts in the EMCDDA's network. The interaction with these networks was ongoing, through regular contacts and technical support, and culminated in annual expert meetings that were organised by the agency at its premises in Lisbon (see Table 2).

TABLE 2. **Main network meetings held in Lisbon in 2017**

Meeting	Dates
Expert meeting on the epidemiological indicator patterns and trends in drug use (GPS)	6-7 June
Expert meeting on the epidemiological indicator PDU	8-9 June
DRID expert meeting	15-16 June
18th meeting of the Legal Correspondents of the European Legal Database on Drugs (ELDD)	13-14 September
Expert meeting on the epidemiological indicator DRD	18-20 September
EMCDDA TDI/treatment expert meeting	20-21 September
Fifth annual meeting of the EMCDDA Reference Group on Drug Supply Indicators	3-4 October
17th annual meeting of the Reitox EWS Network	5-6 December

The '**European Web Survey on Drugs**' project, which started with a first wave of six countries in 2016, entered its second phase in late 2017 with an additional nine countries running the survey. The survey targets people over 18 years of age who have used one or more drugs over the last 12 months. The promotion of the surveys was carried out at national level by each of the focal points involved, with the support of other national partners. The EMCDDA released a **video in nine languages** in order to promote the survey around Europe. The results of the first two phases will be used to enhance the drug market size estimates, to be published in the third EU Drug Markets Report in 2019.

FIGURE 12. **Multilingual videos promoting the European Web Survey on Drugs**



Following the publication of the European School Survey Project on Alcohol and Other Drugs (ESPAD) study report in 2016, in 2017 the EMCDDA continued working closely with ESPAD principal investigators to exploit the current survey results and to coordinate the activities necessary for the next round of ESPAD, which is planned for 2019. The EMCDDA fulfilled its coordination tasks, which included the hosting of two ESPAD Steering Group meetings in January and May 2017 as well as the organisation of the ESPAD Assembly, which took place on 19-21 November in Lisbon.

Harm reduction

In 2017, the EMCDDA had the opportunity to join efforts with traditional EU and international partners to organise two major events for the area:

- '**Hepatitis week**' in Lisbon from 12 to 16 June: the week kicked off with a two-day meeting of the hepatitis B and C network of ECDC followed by the regular annual meeting of the EMCDDA DRID network of national experts. The event brought together for the first time international experts from the EMCDDA DRID expert network and the ECDC hepatitis network. This was followed by the publication in November of an **EMCDDA Rapid Communication based on the DRID network meeting**.

- The 'EMCDDA/WHO Health in Prisons Programme (HIPP)' conference. The conference was held on 11-12 December at the EMCDDA and focused on drug addiction. Around 100 representatives of WHO European countries and academics and prison experts, including international experts in the field, participated in the conference.

In the prison area, the EMCDDA released a series of new resources (see Key area 1):

- Final version of the questionnaire on drug use among prisoners at European level (**European Questionnaire on Drug Use among Prisoners** (EQDP)): The questionnaire is the result of several years of work in the field of drugs and prison, which has included the agreement of a methodological framework or monitoring drug and prison in Europe, the analysis of existing questionnaires and a discussion among high-level experts from several European countries and international organisations.

- In November, the EMCDDA released a **joint systematic review** with ECDC on whether or not active case finding can help reduce communicable diseases in prisons (see Key area 1). The findings from this systematic review will serve as the evidence base for the development of ECDC-EMCDDA public health guidance on active case finding for communicable diseases in prison settings to be released in 2018.

- A trendspotter study meeting was held in December 2017 on the topic of 'NPS in prison' (see Key area 2).

In the area of DRD, the agency released two reports in 2017:

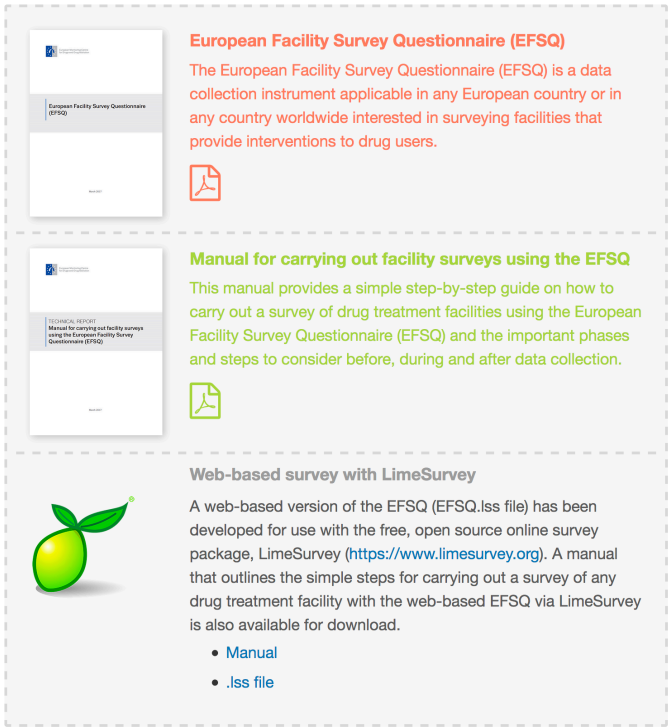
- **EMCDDA assessment of drug-induced death data and contextual information in selected countries;**

- **An overview of the drug-related deaths (DRD) key indicator.**

Further work on the development of new methodological frameworks on the mapping of e-health and m-health (mobile health) applications as well as on the rapidly expanding area of NPS was also carried out during the year.Further steps were also made towards improving our understanding of the coverage of treatment services across the EU.

In March, the EMCDDA published a **European Facility Survey Questionnaire (EFSQ) package**.

FIGURE 13. **European Facility Survey Questionnaire — resources on the EMCDDA website**



The aim of the EFSQ is to collect information from the facilities across drug treatment systems on their administrative characteristics, client utilisation, staffing and quality management, and core interventions, while accounting for their diversity.

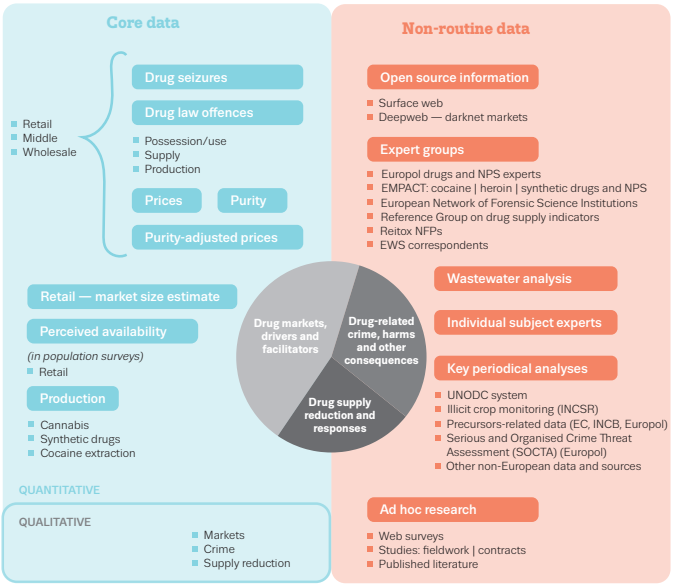
The EFSQ was developed by the EMCDDA in collaboration with the Reitox **network of NFPs, WHO and the UNODC.**

Monitoring drug supply

In 2017 the EMCDDA completed the conceptual framework for monitoring drug markets, crime and supply reduction. The agency's current thinking on the conceptual framework for monitoring drug markets, crime and supply reduction was presented in an EMCDDA Paper launched in December: 'Developing drug supply monitoring in Europe: current concepts' (see Key area 1). The paper presents a snapshot of the development of the EMCDDA's conceptual framework for supply monitoring (see Figure 14). The topic was also presented at the Annual Conference of the International Society for the Study of Drug Policy (ISSDP), and as a poster, entitled '**The future of drug supply monitoring in Europe**', during Lisbon Addictions 2017.

A few other resources developed in this area are also presented in Key area 1.

FIGURE 14. **Drug supply monitoring system**



Furthermore, incremental progress in implementing the reporting instruments on drug supply and supply reduction was made through the analysis of data availability on drug seizures and drug law offences, as well as on drug purity and drug prices. Data collections on drug production (synthetic drugs, cocaine secondary extraction and cannabis) were strengthened in close cooperation with Europol.

The work of the EMCDDA Reference Group on drug supply indicators, including representatives from each Member State, the EC (DG Migration and Home Affairs, and Eurostat), Europol and Eurojust, was essential for reaching the objectives in this area. During 2017, the recommendations arising from the review of the Reference Group were implemented, and the annual meeting of the group convened on 3-4 October.

Monitoring drug policies and laws

Monitoring of drug laws and policies continued in 2017 with a focus on emerging issues, such as cannabis policy and legislation. A large number of **resources on this topic** were released (see Key area 1).

The annual meeting of the legal correspondents of the European Legal Database on Drugs (ELDD) was organised on 13 to 14 September in Lisbon, as a means to further improve the sharing of knowledge and expertise among Member States.

Information collection and management (Cross-cutting area A)

The annual information collection exercise

A main component of the EMCDDA's reporting system is the national reporting package, which is implemented every year in close collaboration with the NFPs. This reporting package provides data delivered through a set of standard instruments via Fonte (the agency's online data collection system) and a structured commentary on the drug situation (the Workbooks), reported via the Reitox Extranet.

In addition to maintaining the data collection system, the work in 2017 was focused on developing a new product in cooperation with the Reitox NFPs: the web-based CDRs, derived from the information provided by the Workbooks. As a result, 30 CDRs were published for the first time in June (see also Key area 1).

Another key task in this area was to further develop and maintain a fully operational EDND, which is the main working tool of the EU EWS (see Key area 2). The EDND stores the information related to all the NPS monitored to date (more than 670). This information is updated on a daily basis. A total of 312 substance profiles were updated in the EDND in 2017, which gives an indication of the considerable effort required to maintain this database.

In parallel, the project to align the EDND to the growing demands of the EWS continued in 2017. This technological redevelopment of the EDND is a major line of work for the agency, and it is being undertaken in different phases in order to ensure the inclusion of advanced technical functionalities.

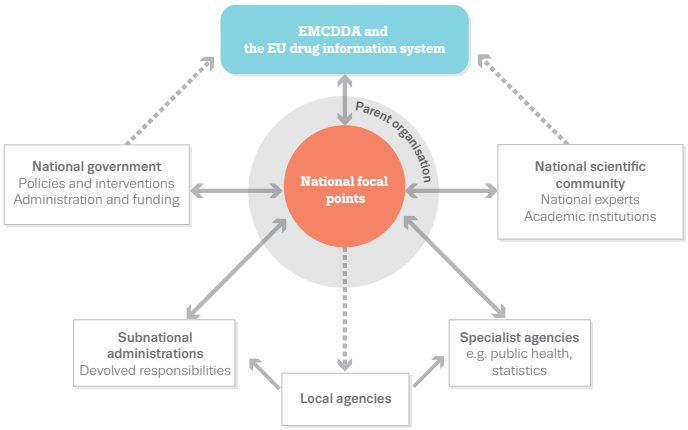
Management of the Reitox national focal points

In fulfilling its tasks, the EMCDDA relies on the European Information Network on Drugs and Drug Addiction — the Reitox NFPs. The NFPs exercise the critical role of providing national data from the 30 countries that report to the EMCDDA, namely the 28 EU Member States, Norway and Turkey (see Figure 15).

Therefore, the network will play a key role in the successful implementation of the **EMCDDA Strategy 2025** and the achievement of its strategic goals.

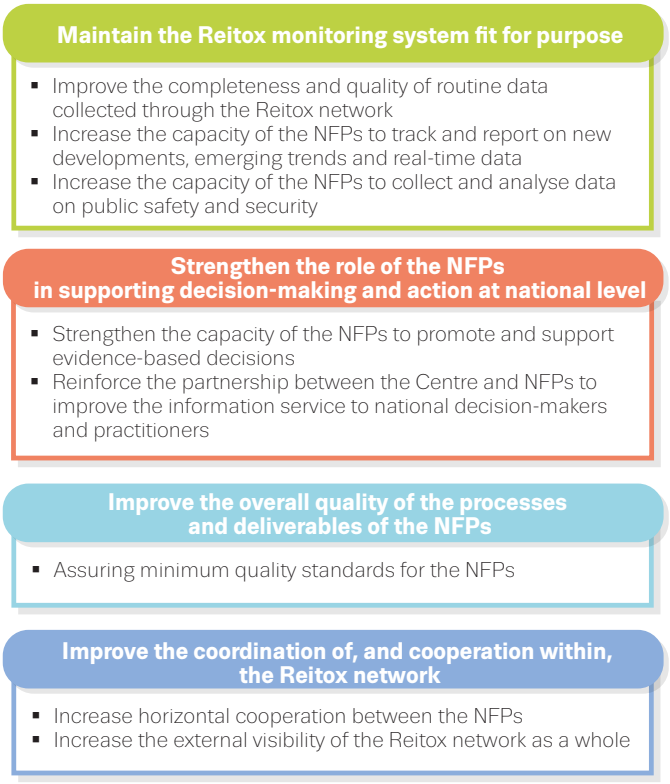
In that regard, a key development in 2017 was the adoption of the new **Reitox Development Framework** by the Heads of the NFPs (HFPs) at their meeting in November. The document was prepared by a joint working group composed of representatives of the EMCDDA and of the NFPs. It defines the main priorities for the network, in line with the EMCDDA Strategy 2025. To that end, four strategic objectives, and their accompanying specific objectives, will guide the future work of the network (see Figure 16).

FIGURE 15. **National focal points: heart of network**



Source: **Reitox development framework: new perspectives for the network (poster)**

FIGURE 16. **Reitox Development Framework**



Strengthening the organisational capacity of the NFPs is also vital for ensuring their sustainability. To that end, the accreditation project developed in the previous years was piloted in 2017 in six countries. The experienced gained was used for improving the first developed tool (a self-assessment questionnaire), which was approved at the HFP meeting in November, for further implementation by the network.

Regular communication was also ensured between the EMCDDA and the NFPs throughout the year. Key issues were discussed more extensively at the biannual meetings of the HFPs and at the two technical meetings organised during the year.

TABLE 3. **Reitox meetings in 2017**

Meeting	Dates
56th Reitox HFP meeting	30 May to 1 June
57th Reitox HFP meeting	28 November to 1 December
Technical meeting 'Revision of national reporting: Structured Questionnaires (SQ's) and workbooks'	26 April
Technical meeting 'Revision of national reporting guidelines; Reitox Development Framework; Accreditation'	12 October

Furthermore, four Reitox Academies were organised with Reitox NFPs, on the following topics:

- 'New threats and challenges in drug monitoring and responses', Tallinn, 26-28 September (22 participants);
- 'Reporting on drug-related public expenditure', Lisbon, 27 October (15 participants);
- 'Implementation of the Problem Drug Use indicator', Lisbon, 5-7 December (13 participants);
- 'Experiences of violence among clients of drug help services', Vienna, 11 December (37 participants).

Throughout the year, the EMCDDA continued to support the work of the NFP towards the implementation of the EMCDDA work programme. In the case of the NFPs from the 28 EU Member States, a key feature of this support is the co-financing of their activities, covered by a grant agreement without which the network could not accomplish their tasks. The management of these grant agreements is also part of the overall organisational capacity of the NFPs. In the context of these grant management activities, the EMCDDA carried regular on-site audit missions: the countries randomly covered in 2017 were Latvia, Poland and Romania.

Quality assurance (Cross-cutting area B)

In 2017, the EMCDDA continued to improve the quality of its analysis and outputs. Quality assurance of the scientific work is a prerequisite for the recognition of the EMCDDA as the reference point on drugs in Europe, so it is an area of critical importance for the agency.

To that end, further progress was achieved in the definition and implementation of the data quality framework, of the indicators for the Internal statistics code of practice and of the documentation around data/information flows and processes. Work in this area was supported by the audit on the 'Management of Data Collection, Validation and Quality Assurance in the EMCDDA', which was performed by the Internal Audit Service of the EC in June. Based on the final report of the audit, the EMCDDA drafted a follow-up action plan, which was endorsed by the Management Board in December.

New mandate of EMCDDA Scientific Committee

The EMCDDA Scientific Committee embarked on a new three-year mandate on 1 January 2017. As decided by the Management Board, the current members — 15 top-level scientists selected in 2013 following the publication of a call for expressions of interest in the *Official Journal of the European Union* — will continue to serve as guardians of and advocates for the scientific integrity of the agency until the end of 2019.

At its meeting held in May, the Scientific Committee elected Anne Line Bretteville-Jensen and Catherine Comiskey as new Chair and Vice-Chair respectively, for the 2017-19 mandate.

During the year, the members of the Scientific Committee adopted a formal opinion on the PD 2018-20 and provided input on the agency's main projects and scientific publications, in line with the guiding principles for the review of selected publications. Members of the Scientific Committee were also actively involved in the EMCDDA Scientific Award process, as reviewers, nominators of articles and members of the jury.

Alexis Goosdeel, EMCDDA Director, Catherine Comiskey, Vice-Chair, and Anne Line Bretteville-Jensen, Chair of the Scientific Committee
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EMCDDA scientific award

The four winners of the **2017 EMCDDA scientific award** were honoured in Lisbon on 25 October at the seventh annual award ceremony hosted by the EMCDDA. The acclaimed writers received a non-monetary prize and presented their articles during Lisbon Addictions 2017. The prize, inaugurated in 2011 by the EMCDDA and its Scientific Committee, celebrates scientific writing and distinguishes high-quality research in the field of illicit drugs.

The four winners (primary authors) were Annelies Cannaert, PharmD (Belgium), Professor Frederik L. Altice, MD (United States), Melvin Soudijn, PhD (Netherlands) and Mascha Nuijten, PhD (Netherlands).

Cooperation with partners (Cross-cutting area C)

In line with its strategic priorities, in 2017 the EMCDDA continued to enhance the exchange of information and knowledge with its European and global partners. Priority was given to the activities concerning the provision of technical support to EU institutions and the EU Member States (for details, see Key area 1).

Other EU agencies, in particular the ones from the JHA cluster, as well as ECDC and the EMA, were also key partners (see Key areas 1, 2 and 3).

Regarding our global partners, cooperation was strengthened with international organisations, in particular with the UN family (UNODC and WHO) (see Key areas 1, 2 and 3).

In terms of cooperation with third countries, the priorities were the successful completion of the IPA 5 technical assistance project, which started in 2015, and the successful kick-off of the IPA 6 programme, which covers the period July 2017 to June 2019.

Cooperation with other EU bodies

EMCDDA chaired JHA agencies network

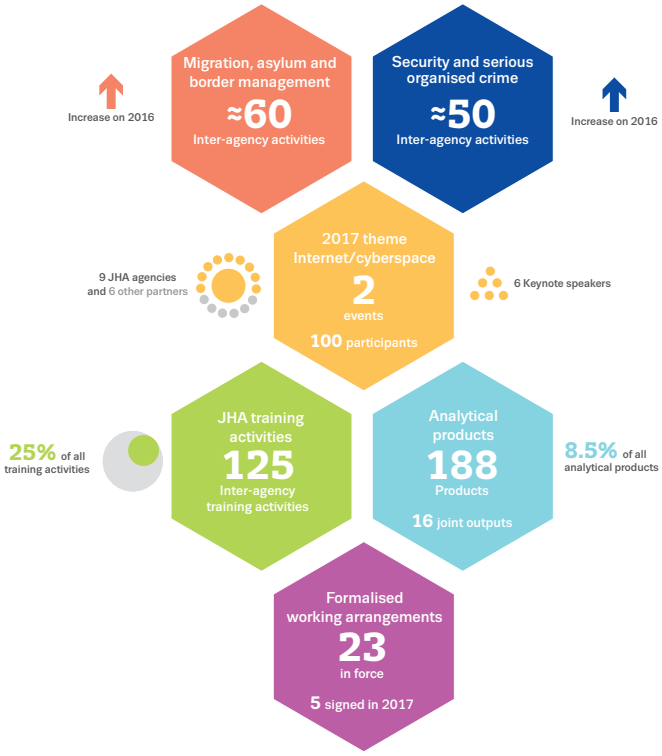
In 2017 the EMCDDA chaired the **JHA agencies network** ([4]). The agencies work together on a wide range of issues, including human trafficking, migration and border management, drug trafficking and combatting organised crime.

Chairing the network involved, among other tasks, organising the JHA agencies' directors' meeting, routine network meetings and other sub-meetings and seminars in accordance with the plans and priorities established by the network; preparing joint statements or common papers, when necessary; and presenting the work of the network to COSI and LIBE Committee.

The theme chosen for the 2017 mandate was the internet. A conference was organised in April on '**The internet for criminal purposes — challenges and opportunities for the work of the JHA agencies**'. It looked at how cyberspace has influenced criminal activities and explored future issues such as monitoring drug supply on darknet markets.

([4]) The JHA agencies' network was established in 2006 to boost cooperation in the migration and security fields. The nine agencies play key advisory, operational and coordination roles in implementing EU priorities in the areas of freedom, security and justice.

FIGURE 17. **Justice and Home Affairs agencies network — Inter-agency activities in 2017**



Source: EU Justice and Home Affairs agencies' cooperation in 2017 (final report)

On 28 November, the EMCDDA hosted the meeting of the network's directors to take stock of what the JHA work programme had achieved in 2017 and the way forward in 2018. The high-level event brought together Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship; the Director-General of DG HOME and Director-General of DG JUST; the JHA agency directors; and key stakeholders in the network.

At the end of its successful year as chair, the EMCDDA handed over the task to the European Institute for Gender Equality (EIGE), the agency which will fulfil this role in 2018.

During the year, the successful collaboration developed in previous years with other EU agencies continued. It resulted in joint outputs, knowledge exchange through technical meetings and training initiatives, and input to other joint activities (presented in Key areas 1, 2 and 3).

The EMCDDA also contributed actively to the discussion on issues of common interest to the agencies, as part of the network. The agency was an active contributor to the Performance Development Network, where it chaired the working group in charge of developing and submitting to the EC a proposal to review the current Guidelines for the Programming Document for all the EU decentralised agencies. The EMCDDA also contributed to the Heads of Communication and Information Network, and to other specialised sub-networks. Furthermore, in 2017 it was decided that the EMCDDA will chair the EU Agencies' Network on Scientific Advice (EU-ANSA) in 2018.

From left to right: Georgi Arabadzhiev, COSI Chair/Bulgaria – Deputy Secretary General, Ministry of Interior; Erkki Koort, COSI Chair/Estonia – Deputy Secretary General for Internal Security Policy, Ministry of Interior; Matthias Ruete, DG HOME; Ladislav Hamran, President of Eurojust; Nathalie Pensaert, Council Secretariat DG D for Justice and Home Affairs, Director Directorate 2 – Justice; Michael O'Flaherty, FRA Director; Alexis Goosdeel, EMCDDA Director; Dimitris Avramopoulos, European commissioner for migration and home affairs; Rob Wainwright, Europol Director; Virginija Langbakk, EIGE Director; Berndt Körner, Deputy Executive Director, Frontex; Krum Garkov, Executive Director of EU-LISA; Detlef Schröder, CEPOL Executive Director; Tiina Astola, Director-General DG JUST; Polydoros Frantzeskakis, Head of Department of Administration, EASO.

Cooperation with international organisations

Cooperation was strengthened with international organisations, in particular with the UN family (UNODC and WHO), with a view to maximising synergies and avoiding duplication of effort (for details, see Key areas 1, 2 and 3).

This concerned particularly the NPS area (see Key area 2). Among other tasks, the two organisations co-organised the Fifth international conference on NPS, which took place in Vienna in October. In addition, the EMCDDA has undertaken technical discussions with the UNODC on how to improve data collection and how to facilitate inter-agency collaboration.

The EMCDDA continued to cooperate with both the WHO headquarters in Geneva and the WHO Regional Office for Europe. Cooperation with WHO Europe in recent years has covered prison and infectious diseases, whereas cooperation with WHO headquarters has focused on quality standards of interventions and the monitoring of treatment systems.

Reflecting the EMCDDA's world-leading expertise in NPS and the role it plays, particularly with respect to early warning, 2017 saw the EMCDDA and WHO headquarters strengthen their growing cooperation in this area too (see Key area 2 for details).

Cooperation with third countries

In December 2017, the EMCDDA Management Board adopted the 'EMCDDA International Cooperation framework 2018-25: maximising value from cooperation with third countries and international organisations towards a healthier and a more secure Europe'. The document updates the EMCDDA Strategy on International Cooperation adopted in 2007 and aims to fully align the activities of the agency in this area with the EMCDDA Strategy 2025. To that end, the work of the agency will be articulated around the following three strategic objectives:

1. Better understand the global drug situation including the key drug policy developments occurring internationally.
2. Improve the EMCDDA stakeholders' knowledge of the drug situation in third countries, in particular those bordering the EU, in order to understand its implications for public health in the EU and its impact on the European drug market.
3. Support EU policies and initiatives in the drugs field.

Candidate and potential candidate countries

In 2017 the EMCDDA completed the implementation of the **IPA 5 technical assistance project** for IPA beneficiaries and initiated IPA 6, a two-year cooperation project which will run until 30 June 2019.

Project objectives and key achievements:

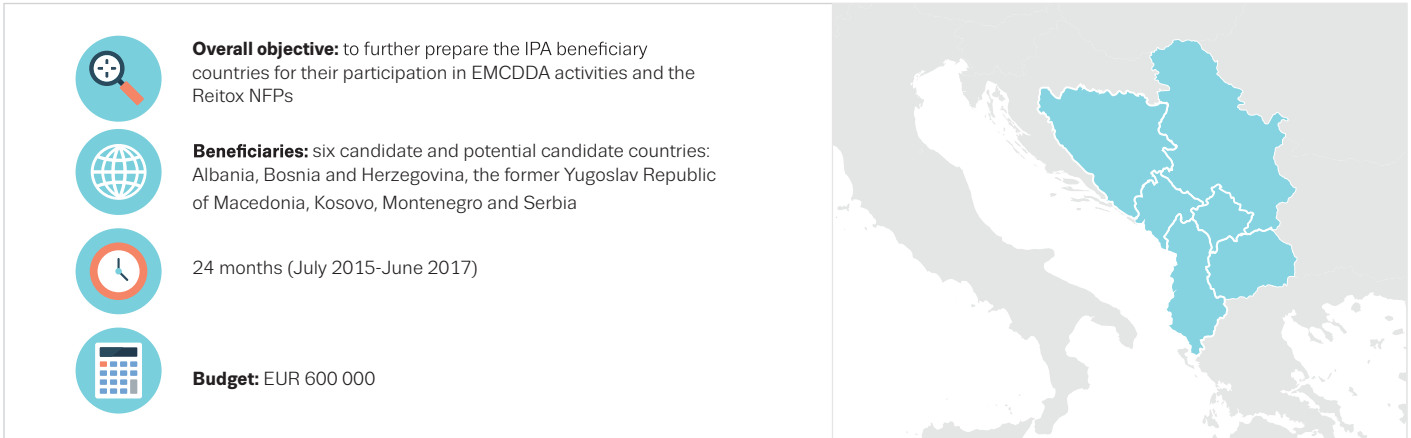
Objective 1: consolidate cooperation with each IPA beneficiary at institutional level

- The EMCDDA organised national stakeholder meetings in each of the six beneficiaries' capital cities to ensure national adherence to the project goals and expected outcomes.

Objective 2: foster scientific cooperation in data collection, analysis and interpretation

- Activities included a data collection exercise on assessing drug seizure data in the region, which included training sessions and analysis of national data.
- In cooperation with the UNODC, the EMCDDA supported the assessment of drug treatment availability and service needs at national level by helping interested countries carry out drug treatment facility surveys.

FIGURE 18. **Implementation of the IPA 5 project in 2017**



- Also financed under the project was the implementation of the first national general population surveys in the former Yugoslav Republic of Macedonia and in Montenegro.

- The EMCDDA supported countries in developing national EWSs on NPS under this objective.

Objective 3: develop, increase and promote the added value of the cooperation

- National drug reports for several beneficiaries were prepared in close cooperation with the national experts.

- Inputs were provided to support activities aimed at supporting the overall enlargement process and development of national legislation in the area of drugs.

- Visibility was increased through communication of project activities via the EMCDDA digital channels and making some EMCDDA flagship products more accessible to the national audiences in the beneficiaries.

To mark the end of the EC-funded EMCDDA-IPA 5 project in June 2017, the EMCDDA organised a final conference in Sarajevo, with the support of the Ministry of Security of Bosnia and Herzegovina. It brought together the EMCDDA, national correspondents of the project beneficiaries, the national experts who contributed to the projects, EU delegations and international organisations, in order to review the results of the IPA 5 project.

On 1 July, the EMCDDA embarked on IPA 6, a two-year cooperation project that will run until 30 June 2019. The project has a budget of EUR 340 000 and will strengthen cooperation with the six IPA beneficiaries in the Western Balkans, preparing them for participation in the work of the agency and the Reitox network.

Other third countries

The EMCDDA and the Federal Office for Public Health of Switzerland (FOPH) **signed a Working Arrangement on 12 September 2017**. The signatories were Alexis Goosdeel, EMCDDA Director, and Pascal Strupler, Director of the FOPH.

The agreement includes steps to enhance the knowledge base on the drug situation and responses to it, through cooperation in the area of data collection methodology and through data sharing in key areas. It also allows the two bodies to exchange experience on health and social responses to drug problems and pays special attention to the exchange of expertise and data in the area of NPS.

Finally, the EMCDDA continued to contribute its know-how to EU drug-related regional programmes, as requested by the EC. This included support to the implementation of the new COPOLAD II project and to the CADAP 6 project, which are funded by the EC in Latin America and Central Asia respectively.

Signature of Working Arrangement with Switzerland: Pascal Strupler, Director of FOPH and Alexis Goosdeel, EMCDDA Director
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CHAPTER 3
Management and leadership

Corporate area Governance

2017 was the first year under the EMCDDA **Strategy 2025**, adopted by the Management Board in December 2016.

In this context, the focus for the Corporate area Governance was to set the necessary guidance and direction for the successful transition of the agency towards the new long-term strategic framework while continuing to perform the tasks set out in its Founding Regulation (recast) and achieve its objectives in an efficient way.

EMCDDA Director — main activities

The Director, through his external activities, contributed to increasing the visibility of the EMCDDA and consolidating the credibility of its work by building and improving partnerships (for further details, see also Key area 1).

For instance, Mr Goosdeel strengthened relationships with the EP. The Director gave presentations at three meetings of the LIBE Committee. He had meetings with several MEPs, who were members of the LIBE and ENVI Committees, throughout the year on issues concerning the work of the agency.

On 10 February, Mr Goosdeel met with Mr Andrea Raimondi, Assistant of MEP Monica Macovei (Romania, member of the Committee on Budgetary Control (CONT) and of the LIBE Committee). During the week of 9-13 October, Mr Goosdeel met with the MEPs Adina-Ioana Vălean (Romania, Chair of the ENVI Committee), Bart Staes (Belgium, substitute member of the ENVI Committee) and Tomáš Zdechovský (Czech Republic, member of the LIBE Committee). On 23 November, the Director had meetings with MEPs Monica Macovei (Romania) and the assistant of MEP Miriam Dalli (Malta, member of the ENVI Committee and substitute member of the LIBE Committee).

On 10 October, the Director met with Ms Nathalie Pensaert, Director for Justice within the Directorate-General D — Justice and Home Affairs at the Council of the European Union. He also participated, together with Ms Pensaert and other representatives of the Council, in a coordination meeting between the EMCDDA and the Council on 22 November in Brussels.

Throughout the year, the Director had regular meetings with the European Commission's services, including meetings with the Cabinet of Commissioner Avramopoulos and the Director-General of Migration and Home Affairs, Matthias Ruete, and with the Cabinet of Vytenis Andriukaitis, Commissioner for Health and Food Safety. Several meetings were held with Ms Floriana Sipala, Head of the Organised Crime and Drugs Policy Unit at DG Migration and Home Affairs.

The 2017 EDR was launched to the international press at a press conference in Brussels on 6 June by Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship. The Commissioner was joined by the Chair of the EMCDDA Management Board, Laura d'Arrigo, and the EMCDDA Director, Alexis Goosdeel.

The Director welcomed the European Commissioner for Research, Science and Innovation, Carlos Moedas, who paid an informal visit to the EMCDDA on 8 May 2017. The European Commissioner in charge of Security Union, Mr Julian King, visited the EMCDDA on 6 November 2017 for an update on the agency's work in the area of security. Commissioner Dimitris Avramopoulos, in charge of Migration, Home Affairs and Citizenship, participated in the meeting of Directors of JHA agencies, which took place on 28 November at the EMCDDA in Lisbon and was chaired by the EMCDDA Director.

The Director met Ms Myria Vassiliadou, EU Anti-Trafficking Coordinator at DG Migration and Home Affairs, on 12 October. Meetings with Mr John Ryan, Director at DG Health and Food Safety (DG SANTE), and several Heads of unit, were scheduled during a visit on 5 to 6 December to Luxembourg to discuss the EMCDDA's cooperation with this Directorate-General of the EC.

With regard to building relationships with the other EU agencies, the Director participated in the 'informal strategy meeting' of Directors of JHA agencies on 29 and 30 May in Malta. The Director participated in the meeting of Heads of EU

agencies on 6 to 7 July at the European Food Safety Agency (EFSA) in Parma. Mr Goosdeel attended a conference on drug policy on 27 and 28 June in Warsaw and took this opportunity to visit the headquarters of the European Border and Coast Guard Agency (Frontex). On 22 November, the Director opened a meeting of EU-ANSA, which was hosted and co-chaired by the EMCDDA. He chaired the meeting of Heads of JHA agencies, which took place on 28 November at the EMCDDA in Lisbon in the presence of Commissioner Avramopoulos.

In March 2017, the Director participated in the Special Segment of the 60th session of the Commission on Narcotic Drugs organised by the UNODC and held in Vienna, as well as in the bilateral EU-US meeting and in the side event on 'New perspectives on information communication'.

Mr Goosdeel participated in the HIV conference entitled 'Fast-track the end of AIDS in the EU — practical evidence-based interventions', which was organised under the Maltese Presidency, in collaboration with ECDC, on 30-31 January in St Julians. The Director had meetings on 7 February in Paris with the Chair of the Management Board and the President of MILDECA (*Mission interministérielle de lutte contre les drogues et les conduites addictives*), Ms Danièle Jourdain-Menninger, and on the same day with the Head of the French NFP, Mr François Beck, followed by a meeting with Prof. Dr Henri Bergeron, member of the EMCDDA Scientific Committee. The Director paid visits to Bulgaria, the Czech Republic, Greece and Luxembourg.

Mr Goosdeel participated in several events organised by the Portuguese authorities, had bilateral meetings with EU Member State ambassadors and attended a number of receptions held to mark national days at the embassies of various EU and non-EU countries. The Director also gave a presentation at the 'XIV International Security Conference' on 28-29 September in Rio de Janeiro, Brazil.

First year of implementation of the Strategy 2025

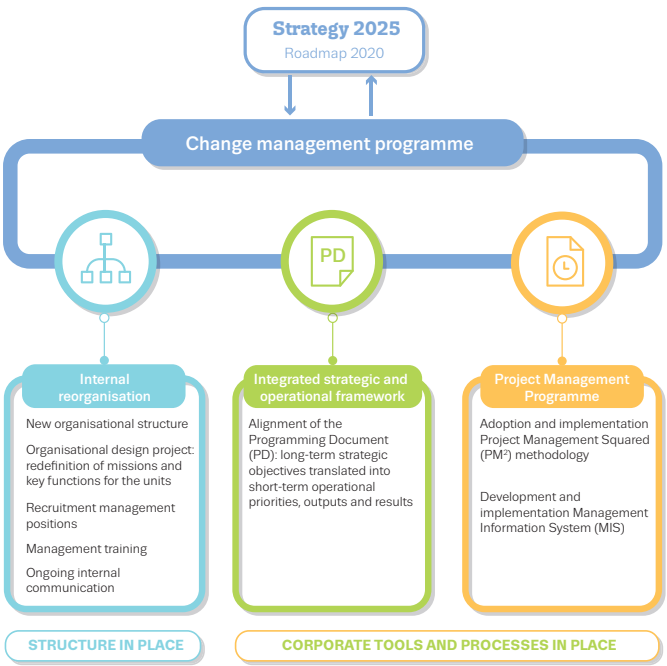
The first year under the new **EMCDDA Strategy 2025** was 2017. The focus was therefore placed on designing and implementing a corporate change management programme encompassing the measures necessary for a smooth and coherent transition towards the new long-term strategic framework of the agency.

The following elements are part of this complex change management exercise (see Figure 19):

- the refinement and implementation of the new organisational structure adopted by the Management Board in December 2016 as part of the package proposed by the Director to support the Strategy 2025;
- the alignment of the EMCDDA Programming Document (PD) with the Strategy, which provided the framework for defining the agency's priorities and allocating resources within the two pillars (Health and Security);
- the development of the Project Management Programme, a new corporate initiative which aims to set up a project management culture at the EMCDDA and achieve one of the key milestones defined in the Roadmap 2020.

These main elements were complemented throughout the year by a sustained internal communication effort. Among other undertakings, this included the organisation of three general staff assemblies (in February, June and September respectively) during which the Director updated the staff on the state of play in the implementation of the Strategy 2025, particularly as far as the internal reorganisation measures were concerned. In addition, regular meetings between the Director and the Staff Committee of the agency were organised, as well as unit meetings or bilateral meetings with the staff concerned in the various aspects of the ongoing change management programme.

FIGURE 19. **Change management framework**



New organisational structure

On 1 January 2017, the new organisational structure entered into force. It aims to support the implementation of the Strategy 2025 and ensure delivery of the expected results. The main change was the creation of a new unit, the Public health unit (HEA), which will be in charge of implementing the priorities defined under the Health pillar of the Strategy (except for the activities related to the implementation of the EWS). The other scientific unit — the former Supply reduction and new drugs unit, now named Risks to public safety and security (SAS) — will maintain its role and be in charge of implementing the priorities defined under the Security pillar of the Strategy and the EWS.

As a follow-up to this decision, the selection procedure for the recruitment of the Head of the new Public health unit was finalised on 21 July and the successful candidate was appointed with effect from 1 October 2017.

Furthermore, the work of the HEA unit is organised within three sectors, namely Support to policy (POS), Support to practice (PRS) and Trends and analysis (TAS). These are led by Heads of sectors, who were selected by means of an internal recruitment procedure in the second half of 2017.

These changes were informed by the results of an organisational design project which started in March 2017. The project was carried out by the Heads of unit, under the supervision of the Director and with support from an external consultant. As part of the project, a review of the mission statements of all units took place, along with a clear definition of the core functions to be fulfilled by each unit in order to ensure that they successfully deliver their expected contribution to the Strategy.

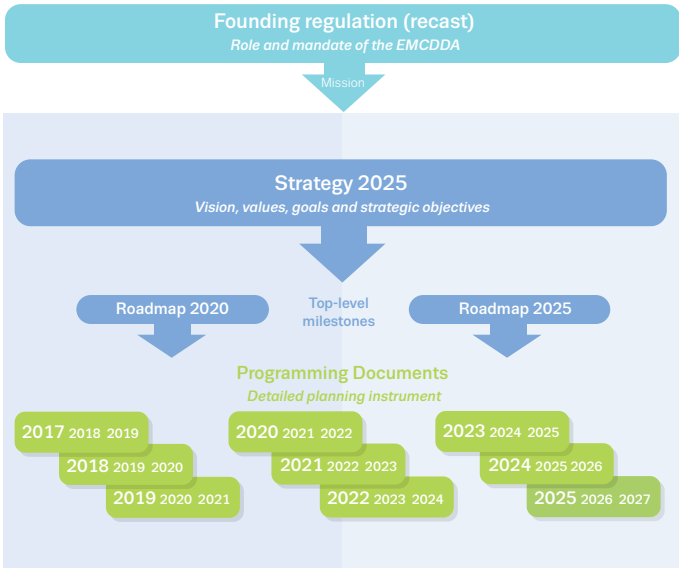
Alignment of the strategic planning instruments

As part of its new integrated strategic and operational framework (see Figure 20), in 2017 the agency prepared and submitted to the Management Board for adoption the preliminary draft of the first PD which was fully aligned with the Strategy 2025.

The document, which covers the period 2019-21, was built around the three new strategic areas: Health, Security and Business drivers. Within these areas, expected results were defined in line with the key milestones set up in the Roadmap 2020.

The outcome of the exercise was therefore the effective translation of the EMCDDA's long-term strategic priorities into concrete, more operational activities that the agency will implement during the next three-year programming period.

FIGURE 20. **The EMCDDA's integrated strategic and operational framework**



Towards a corporate project management approach

The successful implementation of the Strategy 2025 also depends on the optimal performance of the agency, both substantive (effectiveness) and operational (efficiency).

In order to increase efficiency, the agency will pursue the development and adoption of a unified corporate project management methodology for its applicable activities. To that end, the methodology chosen was PM² (Project Management Squared), which is widely used by the EC and increasingly used by agencies; therefore, it ensures that the EMCDDA's work practices are aligned with those of other EU bodies. The new PM² project was approved in October 2017, for implementation starting from 2018, with support from an external consultant (DG Informatics). This will be integrated with the other related project, the Management Information System (MIS), which started in previous years (see Chapter 4, section on Information and communication technology), under the umbrella of the broader EMCDDA Project Management Programme initiative.

Strategic planning, performance monitoring and reporting

As mentioned under the previous sub-heading, work in 2017 focused on the preparation of the new PD 2019-21. The preliminary draft of this document was adopted by the Management Board on 14 December 2017. On the same day, the Management Board also adopted the **PD 2018-20**.

In 2017 the agency pursued the further development of its performance management system. In order to achieve this, a detailed internal management plan was put in place to support the planning of activities and the necessary resources to implement them and achieve the results defined in the 2017 work programme. This internal management plan served as the basis for the two corporate monitoring exercises that were carried out during the year, namely the mid-year monitoring and the end-year monitoring, which helped prepare this 2017 *General Report of Activities*.

Another key document produced during the year in this area was the end-term assessment report of the 2013-15 Strategy and work programme, which was presented to the Management Board on 15 December 2017. The report assessed to what extent the specific objectives established in the 2013-15 strategy and work programme were attained (fully, partly or not at all), based on the level of achievement of the key expected results which contributed to each specific objective. The exercise will be useful for the preparation of the EMCDDA's next external evaluation, to be conducted in 2018.

In terms of corporate reporting, the main output was the ***General Report of Activities* for 2016**, adopted by the Management Board through written procedure and published on 15 June 2017. This comprehensive report was forwarded to the EP, the Council of the EU, the European Court of Auditors (ECA) and the Internal Audit Service of the EC, in line with the provisions of the EMCDDA Founding Regulation.

Internal control standards

Pursuant to Article 44.2 of the Financial Regulation applicable to the EMCDDA, the EMCDDA Director, in his capacity as EMCDDA Authorising Officer, shall put in place the structure and internal control systems suited to the performance of his duties, in accordance with the minimum standards adopted by the Management Board, on the basis of equivalent standards laid down by the Commission and having due regard for the risks associated with the management environment.

The Management Board's Decision DEC/MB/10/06 of 1 July 2010 adopted the 16 Internal Control Standards for effective management and control at the EMCDDA. The implementation of this decision has been sought and monitored in a systematic manner since then.

The Communication to the European Commission from Commissioner Oettinger (C(2017) 2373 of 19.04.2017) sets up a new internal control framework consisting of five internal control components and 17 principles, based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) 2013 Internal Control Integrated Framework. Considering these developments, a revised internal control framework was developed by the EMCDDA on the basis of the new internal control framework adopted by the EC. The document was adopted by the Management Board in December 2017.

4

CHAPTER 4
Supporting the achievement of results

The overall objective for this area in 2017 was to ensure that the implementation of the activities planned across the different areas of the annual work programme are supported by effective management of the available resources and by efficient information and communications technology (ICT) services.

Financial and budget management, and accounting

The priorities in the financial resources management area are effective and timely planning, monitoring and execution of the EMCDDA budget, and optimising all the related processes. These are complemented by the efficient use of material resources.

In this context, the EMCDDA achieved once again an outstanding performance in terms of budget execution, with its highest ever commitment rate (100 %).

In terms of the procurement execution, the procurement plan was put in place and successfully executed in close collaboration with all units.

The EMCDDA also participated, as an active member, in the annual meeting of the Network of Agencies Procurement Officers (NAPO).

TABLE 4. **Budget execution**

Commitment appropriations	100.0 %
Payment appropriations	94.7 %
Consumption of 2016 (C8) credits	95.0 %

Human resources

The sound management of existing processes, as required by the applicable staff regulations and their implementing rules, remained key in 2017.

Another priority was the organisation of appropriate training for the agency's staff, to support the effective implementation of the EMCDDA's new long-term strategy and subsequent internal reorganisation (see Corporate area Governance). The target of providing an average of three training days per staff member (KPI ADM.1.3 — see Annex 4) was overachieved.

TABLE 5. **Training provided**

Total number of training days	373
Training days per staff member (average)	3.6
Budget spent on training (EUR)	89 243

As in previous years, the EMCDDA played an active role in discussions held by several inter-agency working groups in this area.

Infrastructure and logistics

In the area of logistics and infrastructure management, ensuring a healthy and safe working environment remained the key priority in 2017. Further measures to rationalise the costs of utilities were implemented during the year, which led to achieving an overall reduction of 2.6 % in utility costs.

The identification of health and safety risks for staff remained one of the main priorities of the agency. So did increasing effectiveness, efficiency gains and cost savings, including through further synergies with the European Maritime Safety Agency (EMSA).

The information included in the risk registry was adapted following the annual risk assessment exercise that was delivered in 2017.

The internal EMCDDA Environmental Policy was further implemented and an environmental report was delivered in 2017. The agency continued to contribute to the Inter-agency Greening Network.

Information and communication technology

The ICT programmes and services are developed and delivered in line with the triennial objectives, which are to implement and support core business and corporate projects and processes and to provide a continuously stable environment which supports existing basic and advanced services.

Concerning the support to core business areas, the following activities were given priority in 2017:

- the maintenance and development of the EMCDDA's established online data collection platforms, namely Fonte and the EDND (see also Cross-cutting Area A), and the drugs data warehouse;
- keeping the web system functional and further developing it: in particular, during the year significant effort was invested in migrating large areas of content from the internal content management area to the EMCDDA public website.

Support was also provided to the corporate areas, particularly to the planning and performance monitoring activities, namely for the development of the corporate management information system (MIS), which is now part of the EMCDDA's new Project Management Programme initiative (see Chapter 3, Corporate area Governance), as well as to the human resources and financial management processes.

The optimal allocation and prioritisation of the ICT resources was supported by the internal ICT Steering Committee, by refining priorities and deciding on the intensity of work to be devoted to each activity, depending on the most critical organisational needs.

II

PART II

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

1

CHAPTER 1
Management Board's analysis and assessment

The Management Board has analysed and assessed the Authorising Officer's (Director's) *General Report of Activities* for the financial year 2017.

The Management Board appreciates the performance of the Centre in implementing its work programme and welcomes in particular the emphasis put by the EMCDDA in 2017 on increasing its services to support policy at EU, national and international levels.

In assessing the report, the Management Board wished to highlight the following achievements:

- The EMCDDA presented its annual overview of the European drug situation — the European Drug Report (EDR), together with a multimedia EDR package and for the first time with 30 Country Drug Reports. The agency also published the first edition of *Health and social responses to drug problems — a European Guide*.
- In terms of support to policy, the EMCDDA continued to support drug policy dialogue at EU and national levels, and was very active in providing support to the European Commission and the External Action Service on activities with third countries. The agency attended some 53 key EU and international drug policy meetings. Three European Commissioners (Dimitris Avramopoulos, in charge of Migration, Home Affairs and Citizenship, Carlos Moedas, in charge of Research, Science and Innovation, and Julian King, in charge of Security Union) visited the EMCDDA. The EMCDDA successfully chaired the network of Justice and Home Affairs Agencies in 2017.
- The EMCDDA maintained close communication with the EU Member States, in particular with the Reitox network of NFPs, and undertook various technical or institutional missions in Member States.
- The EMCDDA carried on ensuring continuous and robust implementation of the EU EWS on NPS together with its partners in the Member States, with Europol and with the EMA, reaching the highest number of outputs since the entering into force of the Council Decision in 2005. In the area of monitoring new trends in the drug phenomenon, the EMCDDA made progress on the trendspotter methodology, wastewater-based epidemiology and the development of hospital emergencies data.
- The Best practice portal was revamped to become even more practice oriented.
- The Management Board welcomed the first measures for the implementation of the agency's first long-term strategy, the EMCDDA Strategy 2025. These implied the refinement and implementation of the new organisational structure and the alignment of the EMCDDA PD with the Strategy.
- The agency continued its efforts to further improve its operational efficiency, and achieved an outstanding budget execution rate (100 % for commitment appropriations) at the end of the year.

In conclusion, the Management Board welcomes the 2017 *General Report of Activities*, which provides an excellent overview of the agency's achievements as set out in the work programme adopted by the Board.

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CHAPTER 2
Management

Management Board — main decisions

As usual the Management Board met twice during the year. The first meeting took place on 29-30 June and the second on 14-15 December 2017.

At the June meeting, the Director presented the highlights of the EMCDDA's budgetary and financial performance, as well as the main achievements of the EMCDDA in 2016 based on the *General Report of Activities*. The Management Board gave a favourable opinion on the EMCDDA's final annual accounts for 2016 and congratulated the Director and his staff on the excellent level of budgetary execution. On the basis of the recommendation of the Budget Committee and the Executive Committee, the Management Board adopted amending budget no 1 to the 2017 EMCDDA budget.

The Management Board took note of and agreed with the Working Arrangements between the EMCDDA and the Federal Office of Public Health of Switzerland, and mandated the Director to sign the Working Arrangements.

The Management Board agreed that Ms Elena Hedoux may attend the meetings of the EMCDDA Management Board as alternate observer of the Pompidou Group of the Council of Europe, in case of non-attendance of the designated observer of the Pompidou Group.

The meeting included an exchange of views about the challenges and perspectives posed by NPS in Europe. After a presentation by the European Commission on the situation concerning the new EU legislation on NPS, and a presentation by the EMCDDA, the Chair invited some Member States to briefly present innovative models in different areas related to NPS.

The Director updated the Management Board on the implementation of the Strategy 2025, in particular about the changes in the organisational design and the staff management.

At its 56th meeting, on 14-15 December 2017, the Management Board had a first discussion on the next external evaluation of the EMCDDA, which will be run by the European Commission (DG Migration and Home Affairs) in 2018 with the support of an external contractor. The European Commission presented the scope of the evaluation, which will be both to assess the relevance, effectiveness, efficiency, coherence and EU added value of the agency's performance since 2013, and to propose concrete and useful recommendations which may lead to the revision of the agency's mandate, should this be deemed necessary to allow the agency to better respond to the challenges posed by a constantly changing environment. The Chair invited some Member States to briefly present their experiences in linking national drug policies with data collection, monitoring and analysis. The aim was to explain why the drug policy or strategy has evolved in the country, for example to include licit and illicit substances, and how the respective NFP accompanied this evolution at the level of the data collection and methodology. The Chair and the Vice-Chair will represent the Management Board in the ad hoc group for the external evaluation.

The Board adopted some adjustments to the organisational structure and chart of the EMCDDA to support the implementation of the Strategy and ensure delivery of the expected results.

In line with the provisions of Article 32 of the Framework Financial Regulation applicable to EU agencies and of the EMCDDA Financial Regulation, the Management Board adopted the EMCDDA's PD for the period 2018-20, including the 2018 work programme, on which the European Commission and the EMCDDA Scientific Committee had given a favourable opinion. The Board also adopted the EMCDDA's preliminary draft PD for 2019-21, which includes the preliminary draft work programme for 2019.

As usual at the December meeting, the Management Board adopted the EMCDDA's 2018 budget and preliminary draft budget for 2019. The budget for 2018 enters EUR 15 455 600 as main revenue to be provided by the EU 2018 subsidy to the EMCDDA, EUR 412 932 for the contribution by Norway and EUR 276 550 for the contribution by Turkey for its participation in the work of the EMCDDA. The preliminary draft budget for 2019 enters EUR 15 596 600 as main revenue to be provided by the EU 2019 subsidy to the EMCDDA, EUR 417 618 for the contribution by Norway and EUR 279 254 for the contribution by Turkey for its participation in the work of the EMCDDA.

The Management Board took note of the Reitox Development Framework, defining the operating framework and main priorities for the Reitox network of NFPs to fulfil its roles and functions in the future, and adopted a new EMCDDA International Cooperation Framework.

Mr Xavier Poos (Luxembourg) was elected as member of the Executive Committee from 1 January 2018 to 31 December 2020.

The Management Board further endorsed the EMCDDA Action Plan further to the Internal Audit Service's 2017 final audit report on 'Management of data collection, validation and quality assurance in the EMCDDA', and adopted a revised internal control framework for the EMCDDA.

Finally, the Director summarised the main results of the end-term monitoring report on the implementation of the EMCDDA Strategy and work programme 2013-15. The Management Board welcomed the document as a crucial element for the upcoming external evaluation of the agency.

Executive Committee — main decisions

In 2017, the Executive Committee met four times in Lisbon (12 May, 29 June, 20 October and 13 December).

At its meetings of 12 May and 29 June 2017, the Executive Committee reviewed the items of the draft agenda of the Management Board meeting of 29 to 30 June 2017, and proposed some modifications to draft documents. It was decided to test the feasibility of videoconferencing for future Executive Committee meetings in September.

On 20 October, the Executive Committee prepared for the Management Board meeting of 14 to 15 December 2017. On the basis of the recommendation of the Budget Committee, the Executive Committee agreed that the Chair should launch a written procedure for the adoption of amending budget No 2 to the 2017 EMCDDA budget by the Management Board.

In the light of the results of the videoconference test, it was decided that Executive Committee meetings will continue to take place at the EMCDDA premises in Lisbon, but that representatives of the European Commission could join the other members meeting in Lisbon by videoconference from Brussels if needed.

The Executive Committee passed in review on 13 December the items of the draft agenda of the Management Board meeting of 14-15 December 2017. The Executive Committee appointed Dr Fabrizio Faggiano as a member of the EMCDDA Scientific Committee from the reserve list until the end of the current mandate (December 2019), replacing Prof. Brice de Ruyver, who had sadly passed away on 19 October 2017. The Executive Committee also adopted, on behalf of the Management Board, general provisions for giving effect to the Staff Regulations on telework.

At the beginning of each meeting of the Executive Committee, the Chair of the Budget Committee reported on the conclusions of the meetings held prior to the Executive Committee meetings, and the recommendations made by the Budget Committee.

Budgetary and financial management

Information in the report on budgetary and financial management (Article 93 of the Framework Financial Regulation)

Information on budgetary and financial management is covered by the report included in the EMCDDA's *Annual accounts 2017*.

In terms of procurement execution, the procurement plan was put in place, in line with the EMCDDA 2017 management plan, and successfully executed in close collaboration with all units.

The negotiated procedures launched during the course of the year are outlined in Table 7.

TABLE 6. **EMCDDA tenders in 2017**

Tendering	2017 figures	Number of direct contracts	Number of framework contracts
Negotiated procedures — disp. Article 134 — Rules of implementation of the Financial Regulation (exceptional procedures)	0	0	0
Negotiated procedure — single tender ([1])	129	129	0
Negotiated procedure — at least three candidates	9	7	2
Negotiated procedure — at least five candidates	5	4	1
Open procedures	4	3	1
European Commission frameworks joined	5	0	5

([1]) Including appointment letters and very low-value contracts.

TABLE 7. **EMCDDA negotiated procedures in 2017**

	Works		Supplies		Services		Total for 2017			
	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)	%
> 1 000 and ≤ 15 000 EUR	12	34 434	15	64 897	72	449 042	99	88	548 373	40,57
> 15 000 and ≤ 60 000 EUR	0	0	1	45 000	8	257 978	9	8	302 978	22,41
> 60 000 and ≤ 135 000 EUR	0	0	0	0	5	500 389	5	4	500 389	37,02
Total	**12**	**34 434**	**16**	**109 897**	**85**	**1 207 409**	**113**	**100**	**1 351 740**	**100**

Summary information on budgetary operations for 2017 in terms of budget operations, revenue and expenditure

The information about the appropriations transferred in 2017 can be found in the report on budgetary and financial management, as included in the EMCDDA Annual accounts 2017. The EMCDDA Management Board approved two amending budgets in 2017, which were duly published.

In 2017, the EMCDDA received 100 % of the revenues envisaged in its 2017 budget. In this context, the agency once more achieved an outstanding performance in terms of execution of budget expenditure for its core budget: the theoretical maximum of 100 % was achieved for the second consecutive year. This re-confirmed and revealed the excellent administrative capacity and huge potential for budget management in the Centre.

The other main financial/performance indicators are 94.7 % for payment appropriations; 95 % for appropriations carried forward from 2016; and 1.2 % for cancelled/non-used payment appropriations.

Human resources management

Human resources developments

The work to align the EMCDDA human resources processes and policies with the reform of the EU staff regulations continued in 2017. This included, in particular, the adoption of implementing rules on telework (DEC/MB/17/07). As in previous years, the EMCDDA played an active role in discussions held by several inter-agency working groups in this area.

No major changes occurred in the EMCDDA 2017 establishment plan, apart from the reduction in the number of authorised posts by one compared with 2016, as requested by the European Commission and adopted by the EU budget authority.

Brief description of the results of the screening/ benchmarking exercise

The results of the EMCDDA 2017 staff screening exercise reflect the EMCDDA's efforts to ensure the effective and efficient allocation and use of its resources. The results show that 72.68 % of the EMCDDA's human resources capacity was devoted to operational activities in 2017 and only 17.72 % was allocated to administrative support and coordination; the remaining 9.61 % was assigned to operations considered neutral (see Annex 2).

Assessment by management

The EMCDDA has set its internal procedures for budget execution and internal control, while defining and implementing a partially decentralised management model, in accordance with the EMCDDA Financial Regulation, which integrally transposes the text of European Commission Delegated Regulation (EU) No 1271/2013 on the Framework Financial Regulation for EU agencies.

As a consequence, both the operational and financial decisions required for the implementation of the EMCDDA's work programme and budget have been delegated to the Heads of unit. The Administration unit provides support to managers for budgetary and financial management execution and implementation of financial transactions, as well as for internal planning, monitoring and reporting.

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

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

- Project manager: initiates and provides operational input for the administrative and financial operations related to project implementation (e.g. technical specifications for procurement procedures, cost estimates and 'certified correct' for payments).
- Financial management team: financial and contractual support officers provide assistance in the preparation of administrative and contract documents with the input of the project manager involved.
- Budget planning and monitoring: checks for consistency with work programme and budget allocations.
- Financial management: initiating officers carry out operations using the EMCDDA's electronic management and accounting system (ABAC), prior to decisions of the Authorising Officer.
- Executive office unit: the verifying officer carries out ex ante financial checks.
- Head of unit or Scientific Director: gives authorisation for budgetary and legal operations, and acts as deputy authorising officer by delegation (by 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.
- Accounting officer: executes and records payments and recovery orders.

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

After 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 that an external audit is carried out each year by an independent body or expert, in order to certify that any 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's activities and operations are scrutinised by several processes and actors:

- external audits by the European Court of Auditors (twice a year);
- external audits for specific projects (IPA-funded projects etc.);

- discharges by the European Parliament (once a year);
- internal audits by the Internal Audit Service of the European Commission (IAS) (once a year);
- opinions of the European Commission's services on the agency's Programming Document (PD) (once a year);
- external periodical evaluations (set as every six years in the EMCDDA Founding Regulation);
- agreements by the European Commission on implementing rules for staff regulations (one agreement for each rule);
- consent by the European Commission on the possible deviation of the EMCDDA Financial Regulation from the European Commission'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);
- the European Court of Justice (upon complaint).

TABLE 8. **Key features of the EMCDDA's partially decentralised management mode**

Level of operations (and actors)	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 (Executive office unit 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

Ex ante controls of financial transactions were applied exhaustively throughout 2017 to verify their compliance with the EMCDDA Financial Regulation and the corresponding implementing rules. These controls were carried out swiftly in order to ensure that payment deadlines were met, legal commitments were concluded in a timely manner and income was recovered promptly, without prejudice to the application of corrections, if required.

Financial workflows were properly defined and a sound system of authorisation of access to the ABAC system was put in place. The manual of procedures was applied and updated, as required.

TABLE 9. **Key features of the EMCDDA's partially decentralised management mode**

Level of operations	Actors	Role/operations
Decentralised level (operational and technical units)	Project manager and Head of the unit concerned	Initiates and provides operational input to the operations required to implement projects
Central level (Administration unit)	Budget planning and monitoring team	Checks the consistency of operations with the 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 controls compliance with applicable regulations. Processes the required financial operations
Central level (Executive office unit)	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

Assessment of audit results during 2017 and the follow-up of audit plans, audits and recommendations

In 2017, following up on observations and recommendations expressed by the ECA, the EU Budget Authority and the IAS, the EMCDDA implemented measures to further improve its management and internal control systems, as outlined below.

Internal Audit Service

One of the three components contained in recommendation 4 arising from the 2013 IAS audit on 'Budget and Monitoring', and rated by the internal auditors as 'important', has not yet been fully implemented. This recommendation concerned the non-availability in the Agency at that time of a continuous, coherent and reliable information on the achievement of planned results and the fact that the ABB system as a management tool might be rendered ineffective. The EMCDDA has in the meantime made significant progress in performance monitoring, namely by introducing, since 2016, a detailed internal management plan, which articulates the operational and budgetary planning. Furthermore, for each expected output/result in the work programme, a clear overview has been provided, identifying the milestones and timeline for implementation, budget and responsible actors. However, the management information system (MIS) for performance monitoring of the agency is not yet in place, the delay being due to the lack of human and financial resources, as well as to the need to articulate the tool with the new project management methodology. It is expected that the monitoring tool will be piloted by the end of 2018 and its gradual implementation will begin in 2019.

Clear progress has been made regarding implementation of certain recommendations arising from the 2015 IAS audit on information technology (IT) project management:

- Two out of the three recommendations relating to the alignment of IT tools with business needs have been implemented; the remaining one, namely the setting up of an enterprise architecture management framework, is nearly implemented.
- The adoption of an IT project management methodology was achieved in 2017 (its implementation is expected by mid-2018).

In January 2017, the IAS presented its final report on the 2016 Limited Review on Business Continuity in the EMCDDA. This report yielded three important recommendations, summarised below:

Recommendation No 1: the agency should develop an appropriate methodology for performing its business impact analysis. It should include the risks against which functions are assessed in case of interruptions and guidance on their quantitative assessment. Based on such methodology, it should, inter alia, identify its business functions. This assessment should be aimed at identifying the business consequences of a prolonged interruption of a function in worst-case scenarios.

Recommendation No 2: the agency should ensure that all staff supporting its key activities or who are part of the business continuity group and/or of the incident response team receive effective and regular training on business continuity management. Moreover, an evaluation of the need to provide training and awareness-raising sessions on business continuity to the entire staff ought to be performed.

Recommendation No 3: the agency should update its list of critical records by also including critical paper records. Moreover, it should distinguish the records according to their physical location and whether they are hard or soft copies; for critical paper records, the locations of the original and of any copies should be indicated, in order to cope if the primary location is destroyed. Finally, in order to ensure that the implementation of the above actions is sustained, the agency should appoint a person responsible for ensuring that the critical records are safeguarded and their location is known.

All the recommendations above were implemented on time in 2017.

In November 2017, the IAS issued its final report concerning the 2017 audit, which focused on 'Management of Data Collection, Validation and Quality Assurance in the EMCDDA'. This report yielded two recommendations, whose content is summarised below:

Recommendation No 1 (ranked as 'Very Important'): the EMCDDA should perform a comprehensive business needs analysis aimed at identifying current and emerging needs and the related IT functionalities to support the data collection, validation and quality assurance processes. Special attention should be paid to potential new requirements pending the adoption of the new Regulation of the Centre; the result of this exercise should serve as the basis for a gap analysis between requirements identified and the functionalities of current tools: it will help identify future IT solutions that could maximise the efficiency of the data collection and quality assurance process, pursuing a sound balance between investing in new solutions and building upon current strengths.

Recommendation No 2 (ranked as 'Important'): the EMCDDA should review and improve its data quality management framework by ensuring the alignment of the document with the EMCDDA Strategy 2025 and the 2017-19 SPD. Moreover, the framework ought to be completed with a number of elements such as a better definition of quality goals and implementation priorities (for instance methods for dissemination of data quality requirements to EMCDDA partners, a clearer definition of roles and responsibilities of all actors involved in data quality management, and distinguishing tools already available from those under development).

Following reception of this Audit Report, a suitable action plan, aimed at dealing with the recommendations received, was prepared, submitted to and endorsed at the December 2017 Management Board meeting.

European Court of Auditors

Pursuant to the recommendation to improve the monitoring of the execution of framework contracts within the limit of the established ceiling, the EMCDDA has put in place a specific procedure to improve the central planning and monitoring of its procurements, including for framework contracts.

Furthermore the EMCDDA has adjusted its decision on the delegation of the Authorising Officer's powers in order to set out more explicitly the acts covered by this delegation, with special attention to framework contracts.

Follow-up on observations from the discharge authority

Measures taken in light of the observations and comments that accompanied the decision on discharge for 2015

Observation No 9 of EP discharge decision

Notes that the IAS carried out an audit on 'IT project management' in the Centre and it yielded six main recommendations which covered issues on Business-IT alignment, IT project management, and requirements for management and systems development; notes furthermore that the Centre established a suitable action plan which was endorsed by its Management Board, and that the recommendations were to be followed in substance by the Centre; calls on the Centre to report to the discharge authority upon the implementation of the action plan;

Measures taken by the EMCDDA

Clear progress has been made regarding the implementation of recommendations 1.1 and 1.2, whose deadline was nevertheless extended to the end of 2017. Recommendation 1.1 was implemented by the end of 2017. Recommendation 1.3 was implemented before the deadline (end of June 2017) originally established in the action plan.

Good progress has also been made as regards implementation of recommendations 2.1 and 2.2. Because of the technical complexity of some components of the IT project management methodology and processes, as well as stringent financial and human resources constraints, the deadlines initially set needed to be postponed for periods ranging from six to 18 months.

Implementation of recommendations 3.1 and 3.2 is ongoing. The respective deadlines have however been extended to the end of 2018.

Observation No 14 of EP discharge decision

Highlights the success of the Centre in its different missions; welcomes the new strategy and work programme for the period 2016-2018; encourages, however, the development and implementation of a much longer-term strategy as committed to by its Director;

Measures taken by the EMCDDA

The EMCDDA has now in place a new, long-term, strategy: **Strategy 2025**. The document was adopted by the Management Board in December 2016 and is now being used to guide the work of the agency and it is the basis for the EMCDDA PDs.

Observation No 15 of EP discharge decision

Emphasises the important role of the Centre in detecting new trends, assessing threats posed by drugs to the health and security of young Europeans and developing prevention strategies; welcomes the notification of 98 new psychoactive substances; encourages sustained efforts to monitor the use of the internet as a vehicle for drug supply;

Measures taken by the EMCDDA

The EMCDDA has been implementing some innovative projects, which aim to use the internet as a source of data for our drug monitoring. This includes OSI for both surface web and deep web (darknet markets). These projects are under way, with plans to implement a framework for systematic darknet monitoring by 2020.

Furthermore, an in-depth publication on the internet and drugs was released in 2016: '**The internet and drug markets**' Insights). Moreover, the internet and cybercrime were one of the priorities of the JHA agencies network in 2017 (chaired by the EMCDDA in that year) and a conference on 'The expanding influence of the internet, the exploitation of cyberspace and the transformational nature of new technologies' was organised by the EMCDDA in April 2017 as chair of the network. Under the same auspices, on 28 November the joint EMCDDA-Europol publication 'Drugs and the darknet: perspectives for enforcement, research and policy' **was launched in Lisbon, in the presence of the two Directors and the EU Commissioner for Home Affairs on 28 November**.

Observation No 16 of EP discharge decision

Acknowledges the fact that the Centre released 45 publications, contributed its expertise to around 300 key external scientific and institutional events and that its staff contributed to 27 scientific articles; encourages the dissemination of results through social media and online tools;

Measures taken by the EMCDDA

Social and multimedia channels are being increasingly used for giving information on EMCDDA activities and results. Circulation alerts and analyses are going to be produced for specific customer groups.

Online communication remains the agency's preferred channel for disseminating up-to-date knowledge on all facets of the drugs problem, with the EMCDDA's website at its core. Ongoing website developments continue to offer the EMCDDA's audiences access to new interactive products and tools and more multilingual elements. The website is regularly updated and developed. Online top-level overviews and updates on emerging issues are published for all the substantive areas. Furthermore, the EMCDDA provides improved access to its data to interested third parties.

The agency produces focused online analyses, thematic outputs on topical developments and emerging issues, and updates, in all areas. The 'Policy alerts system', which was launched in 2016, is maintained; as part of this system, the agency continues to monitor news alerts related to policy-relevant cannabis topics (legislation in Europe, models of supply, coordinating offices in third countries, evaluations of implemented systems), analyse them and produce targeted messages and brief objective summaries for the group of key policymakers who have subscribed to the system. The EMCDDA also maintains the public web page with key outlines of EU and third country cannabis policies, hosting the summaries and links.

3

CHAPTER 3
External evaluation

In line with Article 23 of the EMCDDA Founding Regulation recast, the European Commission shall initiate an external evaluation of the agency every six years and forward the evaluation report to the European Parliament, the Council and the Management Board of the EMCDDA.

The **last external evaluation** of the agency was completed in June 2012.

The final report contained 15 recommendations and the agency prepared an action plan to implement them. This action plan was adopted by the Management Board at its meeting of 5-6 July 2012.

With a view to monitoring the implementation of the follow-up action plan, an annual internal assessment exercise was put in place and the results were presented in the **General Reports of Activities for 2013** and **2014**.

All the actions which were under the control of the EMCDDA had been implemented by the end of 2014. On this ground, a decision was adopted by the Management Board in September 2015 to consequently close all these recommendations.

The fourth external evaluation of the EMCDDA will be carried out by the European Commission during 2018. The exercise will evaluate the success of the implementation of the three-year strategy and work programme for 2016-18, as well as of the previous strategy and work programme for 2013-15. It is planned that the draft Final report will be presented to the EMCDDA Management Board in December 2018, further to which a follow-up action plan will be developed by the agency in 2019.

4

CHAPTER 4

Assessment of the effectiveness of the internal control systems

Risk management and compliance with, and effectiveness of, the internal control standards

As in previous years, a comprehensive risk identification and assessment exercise aimed at improving risk management in the EMCDDA was carried out in 2017. The central risk register was regularly updated. Risk analysis was a continuous exercise at the EMCDDA during the year, although, at the stage of preparation of annual work programmes, more systematic analyses were conducted by managers.

A comprehensive document that reviews and lays down the progress made in the implementation of the EMCDDA's Internal Control Standards (ICS) was drawn up in early 2013, and has been updated regularly since then. As a result of these reviews, two main areas in which implementation of the EMCDDA's ICS should be improved have been identified, namely (in order of priority) 'Business continuity' (ICS 10) and 'Governance in IT', notably regarding 'Projects' management' (one key feature under ICS 7 — 'Operational structures'). The EMCDDA adopted in 2017 further measures aimed at mitigating residual risks, taking stock also from the recommendations issued in these fields by the IAS. In December 2017, the EMCDDA Management Board formally adopted a new internal control framework, which will be applied from 2018 onwards.

The adoption, in September 2013, of a fully fledged Business continuity plan (BCP) for the agency as a whole reflected a major step in the implementation of the aforementioned ICS. Improvements entered in 2017 allowed the document to become detailed and comprehensive enough to enable the EMCDDA to act swiftly and operate recoveries in the event of an emergency or disaster.

It is also worth mentioning the continuous effort made in relation to governance and technical management of ICT operations. In this area, business continuity was achieved without major incidents, namely by ensuring sound procurement procedures, adequate licensing and proper testing of applications. Furthermore, as in previous years, additional actions were taken throughout 2017 (notably, regarding the adoption of a new project management methodology), in order to further reduce the residual risk levels remaining in the management of some ICT-related investments and projects.

In combination with the IT sector risk register, an adequate risk management plan was set up. This plan identifies, for each area, the estimated risk level, the additional controls that should be put in place and the list of the ongoing programmes and projects that will contribute to the reduction of the outstanding residual risks. As mentioned in the 'Assessment of audit results' section above, the IAS carried out an audit on 'IT project management in the EMCDDA' as well as a limited review on business continuity, in September 2015 and 2016, respectively. The implementation of a number of the respective recommendations has already allowed the agency to make further improvements in the areas concerned, notably by better alignment of IT projects with core business needs and an enhanced capacity to deal with events of emergency or disaster.

The monitoring of performance supported by key performance indicators (KPIs) (ICS 5) was further consolidated throughout 2017, building on the achievements of previous years. This was the third year in which KPIs were in place for all the main areas of work in the annual work programme; with support from an external consultant, the agency has continued developing the necessary data collection and reporting mechanisms, piloted some of the new measurement tools, refined working definitions and developed the internal monitoring and evaluation plan. The KPIs will require further improvement and alignment with the EMCDDA Strategy 2025.

Moreover, the agency has been working on the development of an IT tool to integrate the planning and monitoring of activities (MIS). However, the progress achieved has been slower than

originally planned because of (1) the need to prioritise work on the PD (top-level priority) from the perspective of the business owner (the planning function) and (2) development needs of other level 1 priority projects from the perspective of the ICT team, notably relating to project management automation processes. The deadline for the entering into production of this platform is currently the end of 2018, though achievement of this goal still hinges on the availability of the necessary resources (both human resources and funding).

Internal EMCDDA coordination mechanisms (e.g. the Heads of unit meetings, Editorial board meetings, ICT Steering Committee meetings and the Scientific coordination meetings) contributed to strengthening risk management processes, by enhancing the capacity of managers and other key staff to closely monitor all major issues related to the timely and effective implementation of planned activities, the delivery of outputs and the achievement of results.

The risks more directly associated with operational activities, particularly the lack of proper funding for the Reitox NFPs, which have been apparent since 2014, once again materialised, rising to levels that have become more serious since 2015. In particular, funding cuts made by national authorities to some NFPs' budgets in the last quarter of 2016, since maintained in 2017, may imply corresponding reductions in co-funding provided by the EMCDDA; this event would trigger further negative consequences for the capabilities of the NFPs with regard to complying with their reporting obligations. In addition, these difficulties were compounded by lingering budget constraints faced by the EMCDDA itself, which have led to decreases in the amounts granted to NFPs for properly complying with their reporting obligations to the agency.

As a consequence of these events, the rationalisation of the present NFP reporting package had to be carried out and should continue; this involves, notably, regular reviews of the availability of core data needs, on the basis of properly defined priorities; feedback to the NFPs on their performance in respect of availability of core data and reporting obligations towards the EMCDDA; and enhancement of coordination and performance monitoring.

Furthermore, reductions in the reporting capacities of Member States, already evident in 2015, persisted in 2016 and 2017. As a first consequence, timeliness and comprehensiveness of reporting by Member States on new threats and drug developments have been affected; moreover, some comparative data became unavailable, which curtailed the possibility of carrying out useful analyses at European level.

Following the materialisation of this risk, a closer monitoring of and feedback to the Member States on their reporting performance was envisaged and is currently ongoing. Closer attention ought to be paid to reporting biases and statistical approaches; these measures should allow corrective action to be taken by Member States.

5

CHAPTER 4
Management assurance

Declaration of assurance by the Authorising Officer

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

In my capacity as Authorising Officer

- Declare that the information contained in this report gives a true and fair view ([4]).
- 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, the implementation of recommendations issued under ex post assessments 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.

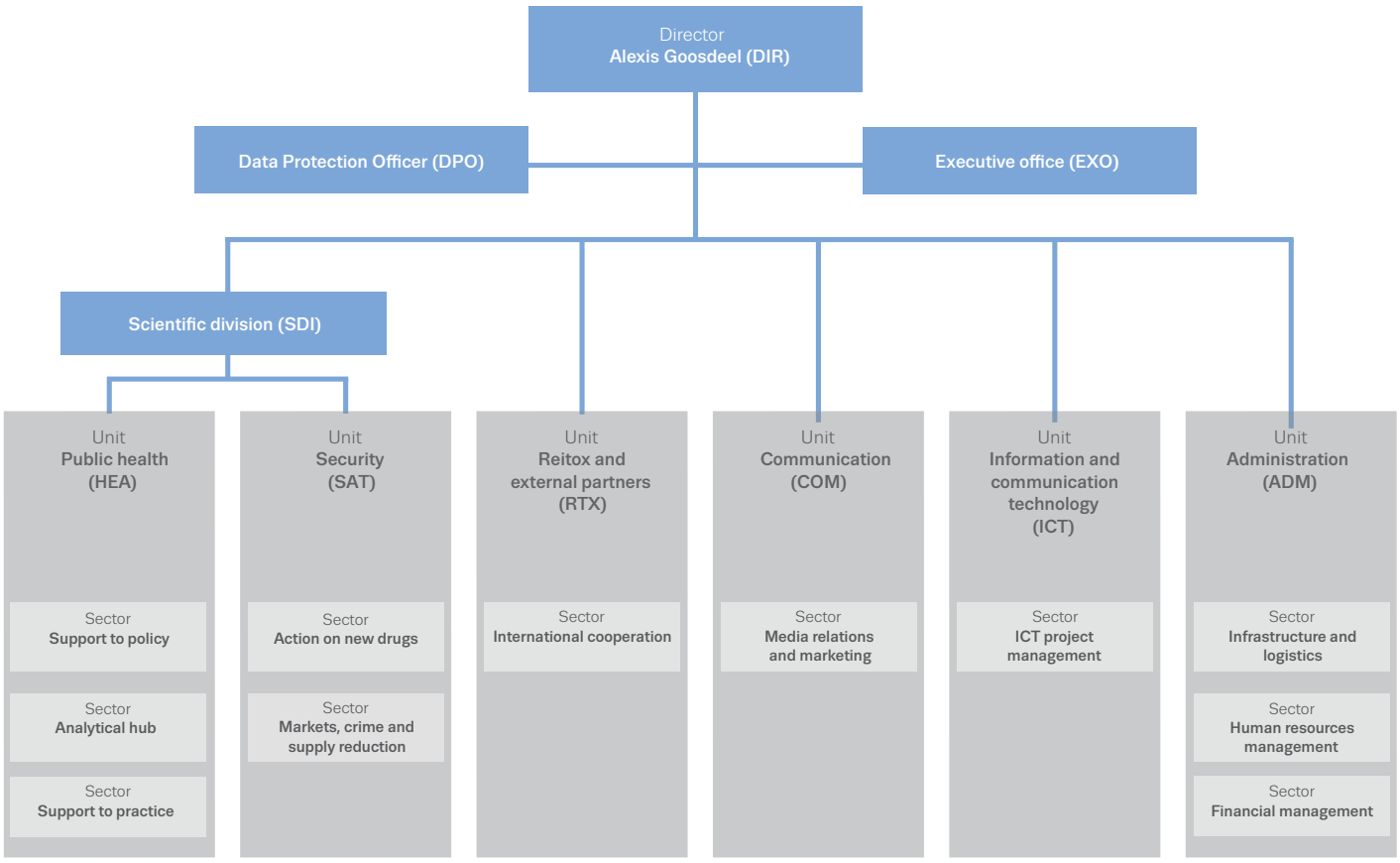
Done in Lisbon on 18 May 2018

Alexis Goosdeel
Director

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

Annexes

ANNEX 1
Organisational chart



ANNEX 2
Staff details

Breakdown of EMCDDA staff as of 31 December 2017

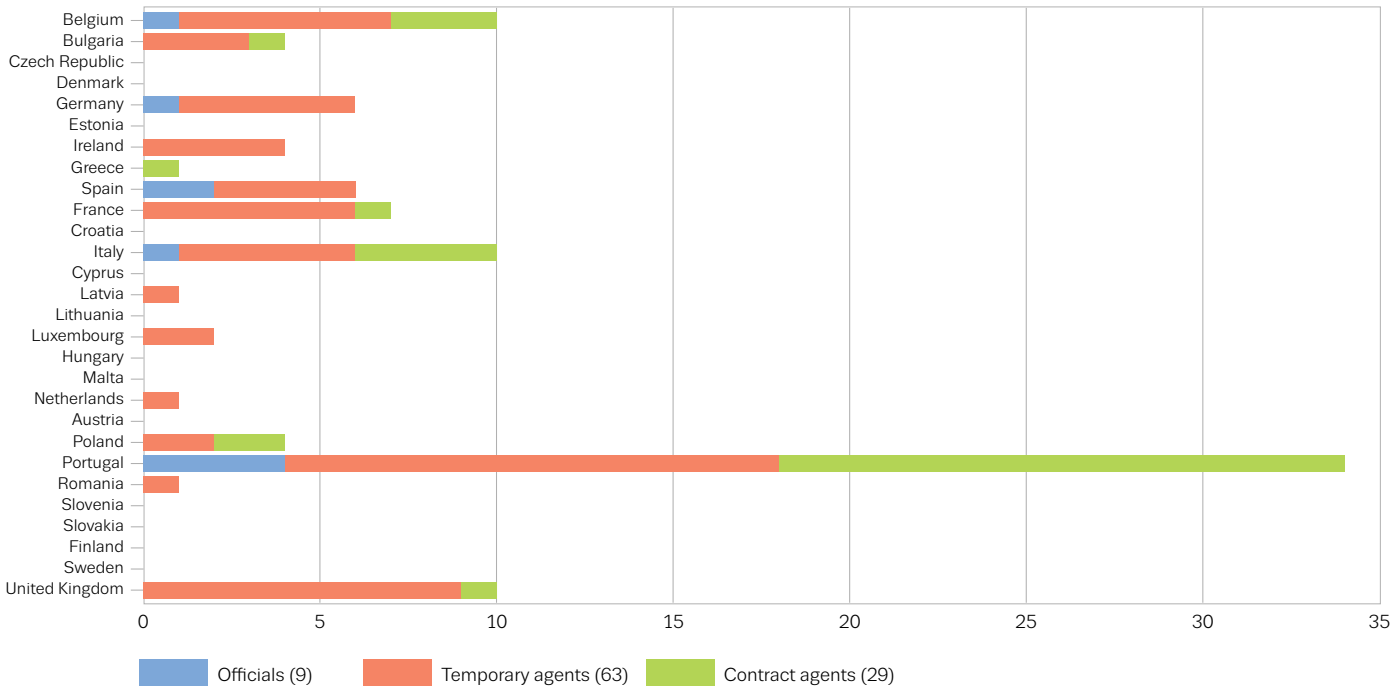
Categories/Grade		Officials	Gender		Temporary agent	Gender	
			Male	Female		Male	Female
AD	15						
	14				1	1	
	13	1	1		3	2	1
	12	3	3		4	3	1
	11				7	3	4
	10				2	1	1
	9	2	2		6	3	3
	8				11	3	8
	7				5	3	2
	6				1		1
	5				2	2	
Subtotal AD		**6**	**6**	**0**	**42**	**21**	**21**
AST	11						
	10				1		1
	9				3	2	1
	8				1	1	
	7	1		1	3	2	1
	6				6	1	5
	5	1		1	6	4	2
	4				1	1	
	3						
	2	1		1			
	1						
Subtotal AST		**3**	**0**	**3**	**21**	**11**	**10**
TOTAL		**9**	**6**	**3**	**64**	**33**	**31**

	Function group		Gender	
			Male	Female
CA	IV	4	1	3
	III	9	3	6
	II	13	1	12
	I	3	3	
TOTAL CA		**29**	**8**	**21**

Total EMCDDA staff	Gender	
	Male	Female
101	46	55
%	45.54 %	54.46 %
Seconded national expert	1	0

AD: administrator; AST: assistant; CA: contract agent.

Staff by nationality



Number of days of leave authorised under the flexitime and compensatory leave schemes

Function group and grade	Number of days	Function group and grade	Number of days
AD5	11	**AST9**	0
AD6	7	**AST10**	0
AD7	37.5	**AST11**	0
AD8	52	**GFI1**	0
AD9	51	**GFI2**	0
AD10	11	**GFI3**	13.5
AD11	43	**GFII4**	1
AD12	8.5	**GFII5**	4.5
AD13	1	**GFII6**	17
AD14	0	**GFII7**	40
AD15	0	**GFIII8**	0
AD16	0	**GFIII9**	23.5
AST1	0	**GFIII10**	4
AST2	0	**GFIII11**	13
AST3	0	**GFIII12**	1
AST4	0.5	**GFIV13**	0
AST5	42	**GFIV14**	7.5
AST6	27	**GFIV15**	0
AST7	30.5	**GFIV16**	0
AST8	13.5	**GFIV17**	7
Total: 467.5			

Results of the 2017 benchmarking exercise

Job type (sub-)category	% of staff
Administrative support and coordination	17.72
Administrative support	17.09
Coordination	0.63
Operational	72.68
Top level operational coordination	4.57
Programme management and implementation	56.61
Evaluation and impact assessment	0.00
General operational	11.50
Neutral	9.61
Finance/control	9.61
Linguistics	0.00

ANNEX 3
Implementation of the 2017 work programme by objectives and expected outputs/results

This annex presents in detail the activities contained within the work programme for 2017 and how they were carried out during the course of the year. It is **available online.**

ANNEX 4
Key performance indicators

This annex is **available online.**

ANNEX 5
Key external events, conferences and meetings

This annex is **available online.**

ANNEX 6
Members of the EMCDDA's statutory bodies

Management Board

The Management Board consists of one representative from each Member State, two representatives of the European Commission, two independent experts who are particularly knowledgeable in the field of drugs, designated by the European Parliament, and one representative from each country thathas concluded an agreement with the EMCDDA (i.e. Norway and Turkey). Non-voting observers, such as those from international organisations with which the agency cooperates, may also be invited to Management Board meetings.

Country/organisation	Member	Substitute
Belgium	Claude GILLARD	Vladimir MARTENS
Bulgaria	Plamen POPOV	Momtchil VASSILEV
Czech Republic	Jindrich VOBOŘIL	Lucia KISSOVA
Denmark	Lars PETERSEN	Sofie DENCKER
Germany	Marlene MORTLER	Jörg PIETSCH
Estonia	Anna-Liisa PÄÄSUKENE	Ain PEIL
Ireland	Susan SCALLY	Brian DOWLING
Greece	Christina DIAMANTOPOULOU	Gerasimos PAPANASTASATOS
Spain	Francisco BABÍN VICH	Maria Sofia ARAGÓN SÁNCHEZ
France	Laura d'ARRIGO (Chair)	Nicolas PRISSE
Croatia	Željko PETKOVIĆ	Sanja MIKULIĆ
Italy	Maria CONTENTO	Elisabetta SIMEONI
Cyprus	Stelios SERGIDES	Maria AFXENTIOU
Latvia	Dzintars MOZGIS	
Lithuania	Inga JUOZAPAVIČIENĖ	Gražina BELIAN
Luxembourg	Xavier POOS	Alain ORIGER
Hungary	Mónika SZÁSZIK	Ibolya CSÁKÓ
Malta	Richard MUSCAT	Marilyn CLARK
Netherlands	Victor SANNES	
Austria	Franz PIETSCH (Vice-Chair)	Johanna SCHOPPER
Poland	Piotr JABŁOŃSKI	Bogusława BUKOWSKA
Portugal	João GOULÃO	Manuel CARDOSO
Romania	Sorin OPREA	Cătălin NEGOI-NIȚĂ
Slovenia	Vesna-Kerstin PETRIČ	Jože HREN
Slovakia	Boris BÁNOVSKÝ	Eva DEBNÁROVÁ
Finland	Elina KOTOVIRTA	Kari PAASO
Sweden	Henrik MELIN	Bo PETTERSON
United Kingdom	Rosanna O'CONNOR	Lauren COMBER
European Commission	Olivier ONIDI and Luigi SORECA	Floriana SIPALA and Wojciech KAŁAMARZ
European Parliament	Wolfgang GÖTZ and Tomas ZABRANSKY	
Norwegian representatives	Lilly Sofie OTTESEN	Hege Christina BREDESEN
Turkish representatives	İbrahim H. SEYDIOĞULLARI	Murat SARIGÜZEL

Observers

Scientific Committee	Anne Line BRETTEVILLE-JENSEN
Reitox spokesperson	Lies GREMEAUX
UNODC	Gilberto GERRA
Council of Europe Pompidou Group	Thomas KATTAU
WHO	Lars MØLLER

Executive Committee

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

Laura d'ARRIGO	France (Chair of the Management Board)
Franz PIETSCH	Austria (Vice-Chair of the Management Board)
João GOULÃO	Portugal
Susan SCALLY	Ireland
Claude GILLARD	Belgium (Chair of the Budget Committee, observer)
Two representatives of the European Commission	

Scientific Committee

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

Field/speciality	Scientific Committee Member(s)
Basic biological, neurobiological and behavioural research	Fernando RODRIGUEZ de FONSECA
	Rainer SPANAGEL
Drug policy	Henri BERGERON
	Anne Line BRETTEVILLE-JENSEN
	Krzysztof KRAJEWSKI
Population-based research	Catherine COMISKEY
	Paul DARGAN
	Dirk J. KORF
	Matthew HICKMAN
Supply, supply reduction	Brice DE RUYVER
	Letizia PAOLI
Demand reduction	Gerhard BÜHRINGER
	Marina DAVOLI
	Gabriele FISCHER
	Henk GARRETSEN

ANNEX 7
Use of the available resources

Notes:
All amounts in this annex are given in EUR.
CA = contract agents; FTE/year = full-time equivalent per year; O = officials; TA = temporary agents; SNE = seconded national experts.
Appropriations for cost/expenditure for operational activities and staff directly involved in the implementation of the EMCDDA mission/task/WP.
Overheads, i.e. appropriations for cost/expenditure for activities, equipment, infrastructure and staff that indirectly aim to implement 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 to the human resources assigned for the implementation of these activities.

A. Key areas (KAs)

WP action areas	Main actors for implementation/ cost objects	Assigned HR (FTE)					Initial allocation of budget resources — non-assigned appropriation			Final allocation of budget resources — non-assigned appropriation			Executed budget — non-assigned appropriation		
		O	TA	CA	SNE	Total HR	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
KA 1: Communicating evidence and knowledge exchange	EPI, IBS, SAT, SDI, COM, RTX	1,75	16,75	4,50	0,00	23,00	2 400 531,78	1 504 220,78	3 904 752,56	2 400 531,78	1 504 220,78	3 904 752,56	2 400 531,78	1 504 220,78	3 904 752,56
KA 2: Early warning and threat assessment	SAT, EPI, IBS, COM	0,00	5,00	3,00	0,00	8,00	956 229,41	384 238,75	1 340 468,16	960 909,78	384 238,75	1 345 148,53	960 909,78	384 238,75	1 345 148,53
KA 3: Situation, responses and trend analysis	EPI, IBS, SAT, SDI, COM	1,00	11,15	3,75	1,00	16,90	1 570 737,82	1 055 938,07	2 626 675,89	1 570 737,82	1 055 938,07	2 626 675,89	1 570 737,82	1 055 938,07	2 626 675,89
Total		**2,75**	**32,90**	**11,25**	**1,00**	**47,90**	**4 927 499,01**	**2 944 397,60**	**7 871 896,61**	**4 932 179,38**	**2 944 397,60**	**7 876 576,98**	**4 932 179,38**	**2 944 397,60**	**7 876 576,98**

B. Cross-cutting areas (CCAs)

WP action areas	Main actors for implementation/ cost objects	Assigned HR (FTE)					Initial allocation of budget resources — non-assigned appropriation			Final allocation of budget resources — non-assigned appropriation			Executed budget — non-assigned appropriation		
		O	TA	CA	SNE	Total HR	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
CCA A: Information collection and management	EPI, SAT, RTX	0,50	3,25	6,25	0,00	10,00	3 902 911,24	1 242 558,06	5 145 469,30	3 902 911,24	1 242 558,06	5 145 469,30	3 902 911,24	1 242 558,06	5 145 469,30
CCA B: Quality assurance	SDI, EPI, COM, RTX	1,25	5,00	1,65	0,00	7,90	845 493,77	521 365,67	1 366 859,44	845 493,77	521 365,67	1 366 859,44	845 493,77	521 365,67	1 366 859,44
CCA C: Cooperation with partners	RTX, SDI, DIR/EXO	1,30	1,85	0,75	0,00	3,90	426 379,97	295 688,29	722 068,26	426 379,97	295 688,29	722 068,26	426 379,97	295 688,29	722 068,26
Total		**3,05**	**10,10**	**8,65**	**0,00**	**21,80**	**5 174 784,98**	**2 059 612,02**	**7 234 397,00**	**5 174 784,98**	**2 059 612,02**	**7 234 397,00**	**5 174 784,98**	**2 059 612,02**	**7 234 397,00**

C. Corporate area Governance

WP action areas	Main actors for implementation/ cost objects	Assigned HR (FTE)					Initial allocation of budget resources — non-assigned appropriation			Final allocation of budget resources — non-assigned appropriation			Executed budget — non-assigned appropriation		
		O	TA	CA	SNE	Total HR	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
CCA C: Cooperation with partners	RTX, SDI, DIR/EXO	1,30	1,85	0,75	0,00	3,90	426 379,97	295 688,29	722 068,26	426 379,97	295 688,29	722 068,26	426 379,97	295 688,29	722 068,26
Total		**1,20**	**5,00**	**2,60**	**0,00**	**8,80**	**328 137,14**	**372 733,28**	**700 870,42**	**328 137,14**	**372 733,28**	**700 870,42**	**328 137,14**	**372 733,28**	**700 870,42**

Grand total for operations (A, B, C)

Grand total for operations	Assigned HR (FTE)					Initial allocation of budget resources — non-assigned appropriation			Final allocation of budget resources — non-assigned appropriation			Executed budget — non-assigned appropriation		
	O	TA	CA	SNE	Total HR	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
	7,00	48,00	22,50	1,00	78,50	10 430 421,13	5 376 742,90	15 807 164,03	10 435 101,50	5 376 742,90	15 811 844,40	10 435 101,50	5 376 742,90	15 811 844,40

D. Support to operations — Corporate areas Administration and ICT

WP action areas	Main actors for implementation/ cost objects	Assigned HR (FTE)					Initial allocation of budget resources — non-assigned appropriation	Final allocation of budget resources — non-assigned appropriation	Executed budget — non-assigned appropriation
		O	TA	CA	SNE	Total HR			
Administration: supporting core business	ADM (administration and resources/assets management)	3,00	11,00	8,00	0,00	22,00	4 144 325,38	4 144 325,38	4 144 325,38
Information and communication technologies	ICT (equipment and services)	0,00	8,00	2,50	0,00	10,50	1 232 417,51	1 232 417,51	1 232 417,51
Total		**3,00**	**19,00**	**10,50**	**0,00**	**32,50**	**5 376 742,89**	**5 376 742,89**	**5 376 742,89**

E. Summary of total allocations

WP action areas	Assigned HR (FTE)					Allocated budget resources — non-assigned appropriations
	O	TA	CA	SNE	Total HR	
For direct cost of operations (tables A + B + C)	7,00	48,00	22,50	1,00	78,50	10 435 101,50
For indirect cost of operations (i.e. direct costs of support activities — table D)	3,00	19,00	10,50	0,00	32,50	5 376 742,89
TOTAL	**10,00**	**67,00**	**33,00**	**1,00**	**111,00**	**15 811 844,39**

F. Special projects

WP action areas	Main actors for implementation/ cost objects	Assigned HR (FTE)					Budget — assigned appropriations			
		O	TA	CA	SNE	Total HR	Budget allocation — financing received in 2017	Carried over and carried forward from 2016	Total available in 2017	Budget execution 2017
Preparation of IPA beneficiary countries for their participation in the EMCDDA (IPA 5 project — third year)	RTX	0,00	0,00	0,60	0,00	0,60	0,00	360 794,27	360 794,27	332 025,47
Preparation of IPA beneficiary countries for their participation in the EMCDDA (IPA 6 project — first year)	RTX	0,00	0,00	0,00	0,00	0,00	340 000,00	0,00	340 000,00	121 324,64

Economic outturn account

Economic outturn account	2017	2016	Variation
Contributions of EFTA countries belonging to the EEA	403 487,34	393 140,64	10 346,70
Recovery of expenses	16 953,19	30 308,61	-13 355,42
Revenues from administrative operations	265 543,74	185 691,38	79 852,36
Other operating revenue	15 305 558,97	14 979 726,29	325 832,68
Total operating revenue	**15 991 543,24**	**15 588 866,92**	**402 676,32**
Administrative expenses	-12 108 992,97	-11 661 760,08	-447 232,89
All staff expenses	-9 512 006,18	-9 209 630,26	-302 375,92
Fixed asset related expenses	-271 372,30	-271 968,95	596,65
Other administrative expenses	-2 325 614,49	-2 180 160,87	-145 453,62
Operational expenses	-4 458 218,17	-4 318 204,44	-140 013,73
Other operational expenses	-4 458 218,17	-4 318 204,44	-140 013,73
Total operating expenses	**-16 567 211,14**	**-15 979 964,52**	**-587 246,62**
Surplus/(deficit) from operating activities	**-575 667,90**	**-391 097,60**	**-184 570,30**
Financial revenues	1 757,43	4 703,22	-2 945,79
Financial expenses	-3 679,85	-3 628,04	-51,81
Surplus/(deficit) from non-operating activities	**-1 922,42**	**1 075,18**	**-2 997,60**
Surplus/(deficit) from ordinary activities	**-577 590,32**	**-390 022,42**	**-187 567,90**
Economic outturn for the year	**-577 590,32**	**-390 022,42**	**-187 567,90**

EMCDDA 2017 budget appropriations and execution by nature of expenditure

Title	Description	EUR
1.	**Expenditure relating to persons working with the EMCDDA**	
	Staff in active employment	9 709 412,15
	Other staff-related expenditure (exchange of officials, etc.)	126 739,72
	Total under Title 1	**9 836 151,87**
2.	**Expenditure for support activities**	
	Investment in immovable property, rental of buildings and associated costs	637 190,67
	Data processing	758 771,08
	Movable property and associated costs	104 979,89
	Current administrative expenditure + postal charges and telecommunications	76 603,72
	Socio-medical infrastructure	21 431,92
	Total under Title 2	**1 598 977,28**
3.	**Expenditure for operational activities**	
	Statutory meetings	188 329,21
	Expenditure on formal and other meetings + representatives' expenses	476 830,13
	Studies, surveys, consultations	647 550,19
	Publishing and translations	636 437,26
	European Network on Drugs and Drug Addiction Reitox	2 134 341,38
	Missions	293 227,08
	Total under Title 3 — Section 1.01	**4 376 715,25**
	Section 1.02 — Total core budget	**15 811 844,40**
	Section 1.03	
4.	**Expenditure relating to other subsidies**	
	EU financing of specific projects	
	4a. IPA 5: financing for implementing pre-accession strategy	332 025,47
	4b. IPA 6: financing for implementing pre-accession strategy	121 324,64
5.	**Other expenses (reserve)**	**0,00**
Total budget		**16 265 194,51**

Notes:
The amounts committed under 4a, 4b and 4c contain the commitment appropriations, carried forward from the previous year.
Project IPA 6 is still ongoing.

Execution of the budget: credit consumption, 2017

Commitments

Title	Description	% consumption of available credits
1.	Staff	100,0
2.	Expenditure for support activities	100,0
3.	Expenditure for operational activities	100,0
4a.	Expenditure relating to IPA 5	92,0
4b.	Expenditure relating to IPA 6	35,7
Total consumption of core budget (Titles 1, 2, 3)		**100,0%**

Balance sheet: assets

Assets	31.12.2017	31.12.2016	Variation
A. Non-current assets			
Intangible assets	397 171,18	395 117,08	2 054,10
Property, plant and equipment	344 666,32	417 564,76	-72 898,44
Plant and equipment	89 046,55	88 055,14	991,41
Computer hardware	190 551,28	244 679,50<	-54 128,22
Furniture and vehicles	65 068,49	84 830,12	-19 761,63
Long term pre-financing	576 636,04	1 303 525,00	-726 888,96
Total non-current assets	**1 318 473,54**	**2 116 206,84**	**-797 733,30**
B. Current assets			
Short-term pre-financing	726 888,96	740 908,00	-14 019,04
Short-term receivables	308 460,93	211 463,01	96 997,92
Current receivables	121 239,53	108 917,09	12 322,44
Other	187 221,40	102 545,92	84 675,48
Accrued income	-2 920,55	0,00	-2 920,55
Deferred charges	190 141,95	102 545,92	87 596,03
Cash and cash equivalents	1 533 369,27	1 442 573,96	90 795,31
Total current assents	**2 568 719,16**	**2 394 944,97**	**173 774,19**
TOTAL	**3 887 192,70**	**4 511 151,81**	**-623 959,11**

Balance sheet: liabilities

Liabilities	31.12.2017	31.12.2016	Variation
Liabilities			
Net assets	2 417 931,80	2 995 522,12	-577 590,32
Accumulated surplus/deficit	2 995 522,12	3 385 544,54	-390 022,42
Economic outturn for the year — profit+/loss-	-577 590,32	-390 022,42	-187 567,90
Total net assets	**2 417 931,80**	**2 995 522,12**	**-577 590,32**
Current liabilities			
Current liabilities — accounts payable			
Current payables	6 007,66	4 159,49	1 848,17
Sundry payables	398,40	-1 212,88	1 611,28
Other	1 023 871,44	1 002 030,37	21 841,07
Accrued charges	1 014 038,15	986 897,77	27 140,38
Deferred income	9 833,29	15 132,60	-5 299,31
Accounts payable with consolidated EU entities	438 983,40	510 652,71	-71 669,31
Pre-financing received from consolidated EU entities	438 983,40	504 682,54	-65 699,14
Other accounts payable against consolidated EU entities	0,00	5 970,17	-5 970,17
Total current liabilities	**1 469 260,90**	**1 515 629,69**	**-46 368,79**
Total	**3 887 192,70**	**4 511 151,81**	**-623 959,11**

Budget outturn account for the financial year 2017

Budget outturn account		2017	2016
Revenue			
Balancing Commission subsidy	+	15 135 600,00	14 794 000,00
Other subsidy from Commission (IPA 6)	+	340 000,00	49 312,17
Fee income	+		
Other income (Norway contribution + Turkey contributuon + C4 Internal assigned revenues + bank interests amending budget 1 & 2)	+	693 197,96	638 152,46
TOTAL revenue (a)		**16 168 797,96**	**15 481 464,63**
Expenditure			
Title I: Staff			
Payments	-	9 809 524,44	9 268 089,53
Appropriations carried over	-	157 526,19	72 678,72
Title II: Administrative Expenses			
Payments	-	1 005 724,32	1 421 872,81
Appropriations carried over	-	607 904,28	436 440,57
Title III: Operating Expenditure			
Payments	-	4 555 075,39	4 400 485,69
Appropriations carried over	-	203 511,55	338 973,65
TOTAL expenditure (b)		**16 339 266,17**	**15 938 540,97**
Outturn for the financial year (a-b)		**-170 468,21**	**-457 076,34**
Cancellation of unused payment appropriations carried over from previous year (C8 title 1 & 2)	+	18 245,88	18 278,73
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	380 860,06	675 419,35
Exchange differences for the year (gain +/loss -)	+/-	-271,84	2 602,23
The final ENPI budget balance was reimbursed to the EC on 30.11.2017 (project closed)		0,00	-13 810,85
Cancellation of unused payment appropriations IPA 5		-28 768,80	
Norway prorata 2017		-6 194,39	-6 992,04
Turkey prorata 2017		-3 638,90	-3 232,50
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		**189 763,80**	**215 188,58**
Balance year N-1	+/-	215 188,58	54 436,49
Positive balance from year N-1 reimbursed in year N to the Commission	-	-215 188,58	-54 436,49
Result used for determining amounts in general accounting		**189 763,80**	**215 188,58**
Commission subsidy — agency registers accrued revenue and Commission accrued expense		**14 945 836,20**	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		**189 763,80**	

Not included in the budget outturn:
Interest generated by 31/12/N on the Commission balancing subsidy funds and to be reimbursed to the Commission (liability) (+)

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. It catalogues the Centre'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 Centre and its work.

About the EMCDDA

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

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