European Monitoring Centre
for Drugs and Drug Addiction

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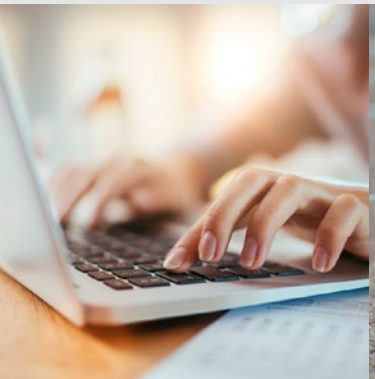
General Report of Activities

Key achievements and governance:
a year in review

2018

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Foreword

We are proud to present the 24th *General Report of Activities* of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), which provides an overview of the agency's achievements in 2018.

This was a year in which the value that the agency brings to its stakeholders and key partners was further confirmed. The external evaluation of the EMCDDA, which was carried out by the European Commission (EC) and presented to the EMCDDA Management Board in December 2018, concluded that the agency is performing very well, delivers excellent outputs and has a high reputation at both European and international levels.

The EMCDDA will closely follow up on the set of recommendations outlined in the final report of the EC's evaluation. This will guide the future activities of the EMCDDA at a time when, more than ever, the agency needs to remain policy relevant and structurally fit to respond to any new requirements from its stakeholders.

Policy and practice relevance were at the core of our work throughout the year. The EMCDDA's annual overview of the European drug situation, the 2018 *European Drug Report* package, was launched in Brussels in June in the presence of the EU Commissioner for Migration, Home Affairs and Citizenship, Dimitris Avramopoulos. In 2018, 30 *Country Drug Reports* and more than 40 other outputs were released, including, for the first time, a report on the medical use of cannabis: *Medical use of cannabis and cannabinoids: questions and answers for policymaking*.

The agency's role in coordinating the EU Early Warning System on new psychoactive substances was also strengthened in 2018 as a result of the application (on 23 November) of a new legal framework. This framework provides the EMCDDA with increased responsibilities and new formal partnerships with other EU agencies, and it amends its Founding Regulation (recast).

In terms of our work with partners, 2018 was particularly rich as regards outputs, as 2018 saw the launch of seven joint publications with EU agencies or international organisations.

However, our core partners remain the Member States, in particular the Reitox national focal points (NFPs), which are the EMCDDA's main data providers. The year 2018 was the first year of implementation of the Reitox Development Framework, which was adopted by the heads of the NFPs in 2017, and much of the agency's efforts were focused on supporting the NFPs in this.

Another key development in our work with partners was the signing of a grant agreement between the EC and the EMCDDA to implement, from January 2019, a new technical cooperation project for European Neighbourhood Policy partner countries. Entitled 'EU4 Monitoring Drugs', this will be the largest technical cooperation project carried out so far by the EMCDDA. It provides an important opportunity to support the EU in its work with priority third countries regarding improving the responses of these countries to drug threats. It also offers the opportunity to enhance the EU's capacity for drug strategic analysis and response.

Internally, the organisational transformation that was initiated with the adoption, in 2016, of the EMCDDA Strategy 2025 continued in 2018. Key steps were made towards the adoption of a work culture that is more project management oriented and, overall, increasingly agile.

We would like to express our gratitude to the Management Board and the Scientific Committee for their ongoing support and guidance, to the Reitox NFPs and all their staff for their valuable contribution to the work of the EMCDDA and to all the staff of the agency for the progress achieved collectively in 2018.

Laura d'Arrigo
Chair of the EMCDDA Management Board

Alexis Goosdeel
Director of the EMCDDA

List of acronyms and abbreviations

ABAC	electronic management and accounting system
ABB	activity-based budgeting
ARQ	Annual Report Questionnaire
BPP	Best practice portal
CADAP	Central Asia Drug Action Programme
CC	candidate country
CDR	Country Drug Report
CEPOL	EU Agency for Law Enforcement Training
CICAD-OAS	Inter-American Drug Abuse Control Commission
COPOLAD	Cooperation Programme between Latin America and the European Union on Drugs Policies
COSI	Standing Committee on Operational Cooperation on Internal Security
DCR	Drug Consumption Room
DG	Directorate-General
DG HOME	Directorate-General for Migration and Home Affairs
DG JRC	Directorate-General Joint Research Centre
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
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
ECHA	European Chemicals Agency
ECDC	European Centre for Disease Prevention and Control
ECDD	Expert Committee on Drug Dependence
EDMR	EU Drug Markets Report
EDND	European Database on New Drugs
EDR	European Drug Report
EDSS	European Drugs Summer School
EEAS	European External Action Service
EFSA	European Food Safety Agency
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
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
ENVI	Committee on the Environment, Public Health and Food Safety
EP	European Parliament
EPSO	European Personnel Selection Office
ESPAD	European School Survey Project on Alcohol and Other Drugs
EU	European Union
EU4MD	EU4 Monitoring Drugs

EU AN	EU Agencies Network
EU-ANSA	EU Agencies Network on Scientific Advice
eu-LISA	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
Euro-DEN Plus	European Drug Emergencies Network
EUPC	European Universal Prevention Curriculum
Eurofound	European Foundation for the Improvement of Living and Working Conditions
Eurojust	European Union's Judicial Cooperation Unit
Europol	European Union Agency for Law Enforcement Cooperation
EUSPR	European Society for Prevention Research
EWA	UNODC Early Warning System
EWS	EU Early Warning System
FDCS	Federal Drug Control Service of Russia
GPS	General Population Survey
HCIN	Heads of Communication and Information Network
HCV	hepatitis C virus
HDG	Horizontal Working Party on Drugs
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
ICF	Internal Control Framework
ICT	information and communication technology
ICTAC	Heads of Information and Communication Technology
INHSU	International Network on Hepatitis in Substance Users
IPA	instrument for pre-accession assistance
IPA6	technical cooperation project for IPA beneficiary countries
ISAJE	International Society of Addiction Journal Editors
ISCTE-IUL	ISCTE — University Institute of Lisbon
IT	information technology
ICS	Internal Control Standards
ICT	information and communication technology
JHA	Justice and Home Affairs Council
KI	key epidemiological indicator
KPI	key performance indicator
LIBE	Committee on Civil Liberties, Justice and Home Affairs
MEP	Member of the European Parliament
M-Health	mobile-health
MILDECA	Mission interministérielle de lutte contre les drogues et les conduites addictives
MIS	management information system
MoU	Memorandum of Understanding
NAPO	Network of Agencies Procurement Officers
NEWS	Early Warning System at national level
NFP	national focal point
NPS	new psychoactive substances
OAP	operational action plan
OLAF	European Anti-Fraud Office
OSI	open source information

PCC	potential candidate country
PD	Programming Document
PDN	Performance Development Network
PDU	problem drug use
PhV	pharmacovigilance
PM^2	Project Management Squared
POD	perspectives on drugs
PWID	people who inject drugs
RDF	Reitox Network Development Framework
RA	Risk Assessment
RAR	Risk Assessment Reports
SCORE	Sewage analysis CORe group — Europe
SDG	UN Sustainable Development Goal
SLA	Service Level Agreement
SMART	UNODC Global Synthetics Monitoring: Analyses, Reporting and Trends programme
TAIEX	Technical Assistance and Information Exchange
TDI	treatment demand indicator
TEDI	Trans-European Drug Information
THB	trafficking in human beings
THC	tetrahydrocannabinol
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

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CHAPTER 1
Executive summary

This report presents the implementation of the activities of the European Monitoring Centre for Drugs and Drug Addiction's (EMCDDA's) work programme for 2018, the first year of the **multi-annual Programming Document (PD) 2018-20**.

EMCDDA publications

The most tangible results of the agency's work are its publications, some of which are produced in cooperation with partners. In 2018, 45 scientific and corporate publications, in addition to 30 *Country Drug Reports*, were released by the EMCDDA.

The flagship publication of 2018, the *European Drug Report: Trends and Developments* (EDR) and its accompanying information package, was launched in Brussels on 7 June. During the entire year, the number of unique downloads of the EDR (of the 2017 EDR until June and of the 2018 EDR from June onwards) was close to 100 000, which equates to almost one download every five minutes.

In December, responding to a growing interest in the topic, the EMCDDA published its first report on the medical use of cannabis: *Medical use of cannabis and cannabinoids: questions and answers for policymaking*. In May, the EMCDDA also released its first analysis on monitoring drug-related homicide in Europe. Another innovative output was the EMCDDA Paper on mobile-health (m-health) applications for responding to drug use and the associated harm, which was released in December.

Examples of other resources include topic overviews and updates on the environmental prevention of drug use, viral hepatitis policies in Europe, preventing drug overdose in Europe, new psychoactive substances (NPS) and the drug markets of captagon and cocaine. These were complemented by updated web topic pages on harm reduction, prevention, prisons and treatment.

In addition to the legal outputs produced together with Europol as part of the implementation of the Council Decision 2005/387/JHA on the information exchange, risk assessment and control of NPS, joint publications were also launched with the European Centre for Disease Prevention and Control (ECDC), namely two public health guidance documents on reducing communicable diseases in prison; with Europol, on the implementation of the revised supply indicators in the Member States, Norway and Turkey; with the Canadian Centre on Substance Use and Addiction, on cannabis and driving; and with the Cooperation Programme between Latin America and the European Union on Drugs Policies (COPOLAD), exploring new and emerging drug trends and developments in the Community of Latin American and Caribbean States (CELAC) countries based on the trendspotter methodology.

Twenty-six 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 European Commission (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 more than 60 core policy and institutional events and overall contributed to around 300 drug-related scientific, policy and practice events (see Annex 5 for a full list of events attended by EMCDDA staff).

Throughout the year, the EMCDDA also maintained communication with the Member States. The Director paid high-level institutional visits to five Member States and EMCDDA staff visited seven countries to support the national launches of the 2018 EDR. Further country visits were

carried out at the invitation of national authorities to support different drug initiatives, such as a joint mission with ECDC to Luxembourg to review the observed increase in reported HIV cases among people who inject drugs (PWID) and to propose key actions, and the mission to Estonia to support the evaluation of Estonia's drug prevention policy.

Furthermore, the EMCDDA's cannabis policy news service continued to provide regular alerts to its policy audience, and its audience doubled in 2018.

Best practice, training and capacity building

The EMCDDA disseminated best practice, held training sessions and undertook capacity-building activities to share knowledge in 2018.

In 2018, the EMCDDA's Best practice portal (BPP) increased its multilingual reach, as parts of it became available in eight languages. An expert meeting on the implementation of evidence-based interventions on drugs took place and the ninth annual conference of the European Society for Prevention Research (EUSPR) was co-organised by the EMCDDA in Lisbon. Eleven new programmes, on crime and delinquency, were added to the online registry of evidence-based prevention programmes (Xchange).

The main EMCDDA vehicle for implementing training and capacity building for drug monitoring in Member States and partner third countries remained the Reitox Academies. During the year, 306 professionals were trained as part of the seven academies organised or supported by the EMCDDA, as well as through other activities supporting best practice provided by the agency upon the request of national authorities.

Another training event that took place in 2018 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). A record number of students took part (53); they had diverse backgrounds and originated from 25 countries across the world.

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). In 2018, 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), the EMCDDA contributed to the training of some 200 law enforcement professionals.

Digital communication

As an information agency, the EMCDDA closely follows the developments in the fast-moving communication field. The EMCDDA website is the favoured vehicle for disseminating knowledge, with almost 1.4 million visitors registered in 2018, an almost 30 % increase compared with 2017. In addition, videos published by the EMCDDA on YouTube received around 270 000 views during the year (compared with around 190 000 views in 2017).

At issue 100, *Drugnet Europe* was retired as a print and PDF publication and, in January 2018, it re-emerged in a new monthly digital news round-up format, transforming the way in which the EMCDDA gathers and reports news (i.e. into a digital service with more timely content). In 2018, 12 editions were launched and promoted online and via social media.

Furthermore, 46 digital campaigns were launched, with almost 65 000 individual emails sent to subscribers.

In 2018, 11 news releases and 51 news items were produced and news and events were better integrated in the EMCDDA website to reflect the agency's activities. In addition, a total of 272 requests from the media were received and answered during the year.

New psychoactive substances and emerging trends

In 2018, the EMCDDA continued to play a leading role in ensuring the continuous and robust implementation of the EU Early Warning System (EWS) on NPS. Until 23 November, this was carried out under the terms of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of NPS, after which the new legal framework ([1]) on NPS started being applied.

(1) This new legal framework comprises: Regulation (EU) 2017/2101 of the European Parliament and of the Council of 15 November 2017 amending Regulation (EC) No 1920/2006 as regards information exchange on, and an early warning system and risk assessment procedure for, new psychoactive substances; and Directive (EU) 2017/2103 of the European Parliament and of the Council of 15 November 2017 amending Council Framework Decision 2004/757/JHA in order to include new psychoactive substances in the definition of 'drug' and repealing Council Decision 2005/387/JHA.

The EWS was formally notified for the first time of 55 NPS during the year, bringing the total number of NPS currently monitored to around 730.

Furthermore, the EMCDDA's Extended Scientific Committee carried out risk assessments of two substances and the associated risk assessment reports were subsequently submitted to EU institutions, as stipulated by the above-mentioned Council Decision, and published. Seven more risk assessment reports and two joint reports, all produced in 2017, were published in the EMCDDA layout in 2018.

Following the proposals of the EC, based on the two risk assessment reports submitted by the EMCDDA, in 2018 the Council decided that ADB-CHMINACA and CUMYL-4CN-BINACA, as well as cyclopropylfentanyl and methoxyacetylfentanyl, should be subject to control measures at the EU level. This is the ultimate EU policy response to the NPS phenomenon and it shows that the agency has had significant input into EU policymaking.

In addition to implementing the EWS, one of the EMCDDA's key tasks in 2018 was to monitor new trends in the drug field. A trendspotter study, 'Recent changes in Europe's cocaine and crack market', was carried out and its results were disseminated via a Rapid Communication. In December, the EMCDDA also published the *Trendspotter manual: a handbook for the rapid assessment of emerging drug-related trends*.

In 2018, the EMCDDA continued its collaboration with the Sewage Analysis CORe group Europe (SCORE). The latest findings were released in March as an updated Perspectives on Drugs publication: *Wastewater analysis and drugs — a European multi-city study*.

Another new tool that was developed to help in the rapid reporting of new trends was the European Web Survey on Drugs, run with a number of Reitox national focal points (NFPs); this tool has now reached more than 50 000 participants. In addition, the EMCDDA continued its support for innovative methods for better monitoring of new trends, including the analysis of syringe residues and pill testing.

Core monitoring

In December, a comprehensive triennial review of the implementation of the EMCDDA key epidemiological indicators in the 30 reporting countries (i.e. the 28 EU Member States, Norway and Turkey) was conducted and presented to the Management Board. The assessment describes the progress made since the previous review (2015) and will inform work priorities in this area for the following three-year period (2019-21).

During the year, the EMCDDA continued to work closely with the principal investigators of the European School Survey Project on Alcohol and Other Drugs (ESPAD) to make use of the current survey results and to coordinate the activities necessary for the next round of ESPAD planned for 2019, including by providing support for national data collections in 11 countries (EU Member States and third countries).

In May, the EMCDDA launched a three-year initiative with the purpose of promoting hepatitis C testing among PWID in drug treatment settings. The initiative represents both an operationalisation of a central EMCDDA public health priority and the implementation of a dynamic intervention model presented in *Health and social response to drug problems: a European guide*, a key EMCDDA resource which was released in 2017.

In the area of drug supply, focus continued to be placed on improving the quality and coverage of data collected in the Member States. A report was released jointly by the EMCDDA and Europol providing an overview of the key findings from the implementation of the revised drug supply indicators. Significant work was also carried out on the preparation of the third EMCDDA-Europol *EU Drug Markets Report* (for publication in 2019).

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. In 2018, the EMCDDA supported the implementation by the NFPs of the Reitox Development Framework (RDF), which was adopted by the heads of the NFPs in 2017. The RDF will contribute to enhancing the visibility, the usefulness and ultimately the sustainability of the NFPs at the national level and of the NFPs as a network at the European level.

In performing its work and achieving its objectives, the EMCDDA also relies on its other EU and international partners. At the institutional level, three new working arrangements were concluded, namely with Europol, ECDC and the European Medicines Agency (EMA), with a view to implementing the new NPS legislation. Two more similar working arrangements were prepared with the European Chemicals Agency (ECHA) and the European Food Safety Authority (EFSA) for signing in February 2019.

In 2018, the EMCDDA chaired the EU Agencies' Network on Scientific Advice (EU-ANSA). The focus of EU-ANSA's work in 2018 was on consolidating and completing ongoing activities in areas such as communicating scientific uncertainty and

continuing work on the engagement of EU agencies with the EU research knowledge cycle and research clusters.

In terms of cooperation with third countries and international organisations and support for EU-funded projects, work was guided by the EMCDDA *International Cooperation Framework*, which was adopted by the Management Board in December 2017.

In this area, the agency continued to cooperate with enlargement countries and implemented the Instrument for Pre-accession Assistance (IPA) projects. To that end, the IPA 6 project — which started in 2017 with the objective of further building the capacity for drug monitoring in six candidate and potential candidate countries (Albania, Bosnia and Herzegovina, Kosovo ([2]), Montenegro, North Macedonia and Serbia) — was successfully carried out. One of its key results for the year was the first-ever review of the operationality of the national drug observatory and the national early warning system on NPS in both Serbia and Montenegro, which was carried out in June. The project also launched the first-ever national general population survey (GPS) on drugs in Bosnia and Herzegovina and the results are expected in early 2019.

Finally, in March, the EMCDDA submitted a technical proposal to the EC for a new technical cooperation project for European Neighbourhood Policy (ENP) partner countries, entitled 'EU4 Monitoring Drugs', to be financed by the European Neighbourhood Instrument (ENI). The grant agreement between the EC and the EMCDDA was signed in December 2018 and the project started on 1 January 2019.

(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.

Corporate developments

In 2018, the EMCDDA consolidated the organisational measures that were initiated in the previous year, with a view to ensuring the successful implementation of the EMCDDA Strategy 2025.

A top priority in this area was to support the fourth external evaluation of the EMCDDA, which was carried out during the year by the EC. The **final report** of the external contractor, which was presented by the EC at the Management Board meeting in December 2018, contained some very positive results for the EMCDDA. According to the report, the agency is performing very well, delivers excellent outputs and has a high reputation at the European and international levels. The **Commission report**, which presents the main conclusions of the evaluation, was prepared by the EC and adopted on 14 May 2019.

During the year, the agency performed well both operationally and financially. This was confirmed by the high level of implementation of the 2018 Work Programme, as well as by the outstanding performance achieved by the EMCDDA in terms of budget execution, with 99.98 % of commitment appropriations executed.

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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 EMCDDA's data collection, monitoring and analysis process provide policymakers and professionals from across the EU with the evidence they need to tackle the drug situation effectively.

This evidence is communicated by the EMCDDA through various means, depending on the needs of its customers. In 2018, a customer needs project was initiated. The aim of this project is to develop a framework through which the agency can carry out an assessment of customer needs in a more systematic way. It is at the heart of the agency's customer-centric approach set out in the EMCDDA Strategy 2025.

The agency's most important means of communication are the outputs — both products and services — that it 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 2018, the EMCDDA launched **45 scientific and corporate publications and 30 Country Drug Reports** ([3]). In addition, EMCDDA staff authored or co-authored 26 scientific articles or book chapters, most of which have been published as open-access publications.

The 2018 European Drug Report package

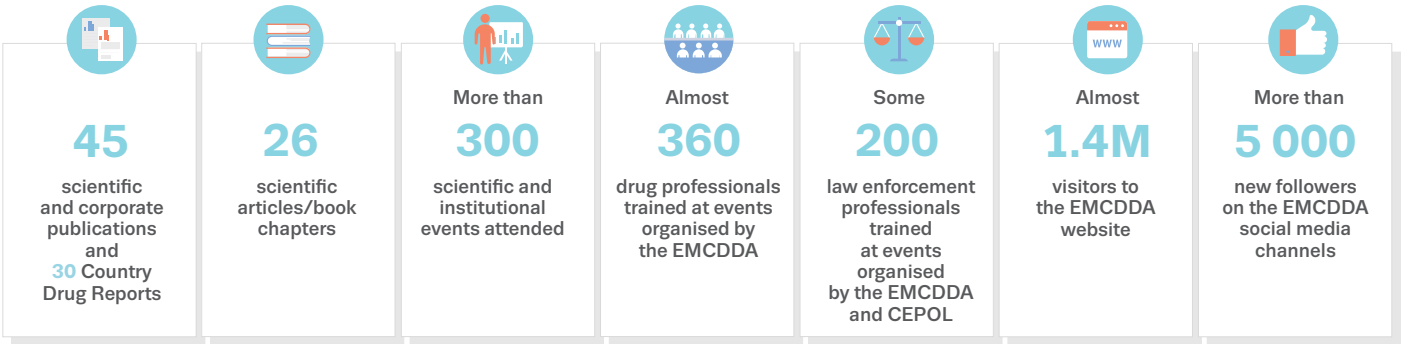
On 7 June, the EMCDDA presented its annual analysis of the drug problem in Europe, the EDR package (see Figure 2). The EDR is an interactive and interlinked annual update on the latest trends in drug supply and drug use, and on the associated health and social responses in Europe. Included in the package were a *Trends and Developments* report and the *Statistical Bulletin*.

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

The **report** was launched at the EC in Brussels by Dimitris Avramopoulos, the European Commissioner for Migration,

(3) Promotional brochures are excluded.

FIGURE 1. **Key facts and figures**



Press conference launch of the EDR on 7 June in Brussels. Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship; Alexis Goosdeel, EMCDDA Director
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Home Affairs and Citizenship, and by Alexis Goosdeel, the EMCDDA Director. Speaking at the press conference, the Commissioner warned: 'The drug problem remains an important threat to both the health and the security of citizens and especially for our youth. Such a longstanding threat can only be tackled if we all work together — across Europe and with our international partners.'

The *Trends and Developments report* was downloaded once every five minutes in 2018 (i.e. 97 286 unique downloads) ([4]).

The 2018 EDR package was complemented by 30 ***Country Drug Reports***, which presented summaries of the national drug situations in the 28 EU Member States, Norway and Turkey. 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.

The following products were also published on the day of the 2018 EDR launch:

- ***Fentanils and synthetic cannabinoids: driving greater complexity into the drug situation — an update from the EU Early Warning System*** (Rapid Communication);
- ***New psychoactive substances in prison*** (Rapid Communication);
- updates on ***Drug consumption rooms: an overview of provision and evidence*** (also available in French, German, Portuguese and Spanish) and on ***The misuse of benzodiazepines among high-risk opioid users in Europe*** (Perspectives on Drugs).

In addition, a **motion graphic**, two **news releases** in 24 languages (a taster news release and a highlights news release), a special edition of the newsletter *Drugnet Europe* (issue 106) and a **promotional brochure** were produced by the agency to mark the launch of the EDR.

The report was also launched in Bulgaria, Cyprus, Czechia, Hungary, Norway, Poland, Portugal and Romania.

Threat assessment reports

In 2018, the EMCDDA published several outputs related to the implementation of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of

(4) This figure includes 2017 report until 6 June and the 2018 report as of 7 June, the date of its launch.

FIGURE 2. **European Drug Report package 2018**

FIGURE 3. **Publications on the topic of cannabis**

NPS (see Key area 2). Two **EMCDDA-Europol joint reports on NPS** and **nine risk assessment reports** were published in the EMCDDA layout.

Topic overviews and updates on important drug-related issues

Over the course of 2018, the EMCDDA also released various papers, technical reports and manuals on topics relevant to policymakers and practitioners.

Cannabis: controversies and challenges

In 2018, the EMCDDA began publishing a new series of papers entitled '**Cannabis: controversies and challenges**' (see Figure 3). This series seeks to explore, in an objective and neutral manner, some of the complex issues that exist in this area. Each report will address a different aspect of this dynamic and complex policy area.

What is the evidence base for the medical use of cannabis and cannabinoids? What is the difference between cannabis preparations and medicinal products and why is this important? How is this issue regulated in the EU? These and other questions are explored in a report that was **released in December** in response to the growing interest in this topic, with an increasing number of European countries developing policies and best practice in this area (***Medical use of cannabis and cannabinoids: questions and answers for policymaking*** — Rapid Communication).

With cannabis use and policy evolving internationally, drug-impaired driving has become an increasingly relevant policy issue. The EMCDDA released a joint briefing with the Canadian Centre on Substance Use and Addiction entitled ***Cannabis and driving: questions and answers for policymaking***. This briefing aims to provide those interested in policy developments in the field of cannabis with a **brief overview of the current knowledge and the latest developments in the area**. The briefing is **also available in French, German, Portuguese and Spanish**.

Harm related to drug supply

Since 2013, the EMCDDA has been working on improving its framework for monitoring the supply side of the drugs problem to reflect the changing nature of drug markets and their wider harm and impact (see Key area 3). In December, the EMCDDA released a **joint publication with Europol** that provides a summary of the key findings from the assessment of the progress of the EU Member States, Norway and Turkey in implementing the revised drug supply indicators, which were developed by the EMCDDA and Europol in line with the Council conclusions of November 2013.

The effects of drugs and drug markets reach beyond those who are directly exposed to drugs and suffer ill effects in terms of health or social problems. Drugs and drug markets are of serious concern to the overall security situation in Europe and they deeply affect communities at large, as certain drug markets can be associated with acts of violence. In May, the EMCDDA released its **first analysis on monitoring drug-related homicide in Europe**. This first snapshot provides practitioners and policymakers with an **overview of the current state of the art on this topic** (see Key area 3).

Drug markets

In October, the EMCDDA Paper ***Captagon: understanding today's illicit market*** was published. It addresses several policy-relevant questions: What is captagon? Where is it used and produced? Can it be linked to terrorist attacks in Europe? The report provides an **overview of what is currently known about the captagon phenomenon**, with the aim of assisting those working in the illicit drugs field who may need to respond to the issue.

The **latest changes in Europe's cocaine market** are explored in a report published in December (see Figure 4). This report was published following an analysis in the 2018 EDR that highlighted an increase in the availability of high-purity cocaine in Europe, a shift in trafficking routes and rising numbers of first-time admissions to specialised treatment. Drawing on

FIGURE 4. **Trendspotter study on Europe's cocaine market**

the agency's innovative 'trendspotter' methodology, the new publication looks behind the scenes at factors driving these developments (see Key area 3). In December, the EMCDDA released a **user-friendly guide** that takes the reader step by step through the trendspotter methodology, which was developed by the agency to explore emerging drug trends, new patterns of use and developing drug markets and technologies.

Finally, the EMCDDA and Europol released a poster entitled ***Darknet markets ecosystem — Lifetimes and reasons for closure of over 100 global darknet markets offering drugs, sorted by date***. Darknet markets — also known as cryptomarkets — provide a largely anonymous platform for trading in a range of illicit goods and services. This poster is based on a graphic developed for the joint EMCDDA-Europol publication ***Drugs and the darknet: perspectives for enforcement, research and policy***, which was released in November 2017.

Prevention and harm reduction

There is growing recognition of the important role that environmental factors play in health-related behaviour. In a report published in May — ***Environmental substance use prevention interventions in Europe*** — the **EMCDDA offers the first operational definition of the concept** and provides an initial overview of where and how such interventions are being used in the region.

As part of the Perspectives on Drugs series, in October, the EMCDDA launched an analysis on ***Preventing overdose deaths in Europe***. This analysis describes some of the factors that increase the risk of fatal and non-fatal overdoses and a number of interventions that have been developed to prevent such events.

In addition, the EMCDDA released a technical report entitled ***Monitoring drug use in recreational settings across Europe: conceptual challenges and methodological innovations***, which **explores how data on drug use are captured through surveys** of targeted populations in recreational settings.

In December, an EMCDDA Paper was published entitled ***m-Health applications for responding to drug use and associated harms***. This paper presents the results of a scoping study on the availability of smartphone-based applications in the drugs field, which was set within both a European and a global context. It explores the range of m-health applications that are available to users and professionals who are seeking information, support and advice in a wide range of EU languages.

The EMCDDA also released a topic overview entitled ***Viral hepatitis policies in Europe***. Hepatitis C virus infection is the most common infectious disease in PWID, among whom it is usually transmitted through the sharing of syringes and other drug-use equipment.

Finally, in November, a topic overview entitled ***EU Early Warning System on NPS*** was published (see Key area 2).

Other joint publications

Working in partnership with ECDC was an important component of the EMCDDA's work programme for 2018. Among the initiatives undertaken with ECDC was a joint threat-assessment mission to Luxembourg (see the next section, 'Services: support to policy') and the release of public health guidance on several topics:

- ***Public health guidance on active case finding of communicable diseases in prison settings***, which provides scientific advice on the different options for active case finding among people in prison with the aim of diagnosing a range of communicable diseases early (**released in May**); this publication followed a systematic review on the same topic, published in November 2017;
- ***Public health guidance on prevention and control of blood-borne viruses in prison settings***, in which ECDC and the EMCDDA outline evidence-based and effective measures to help prevent and control the transmission of blood-borne viruses in prison settings (**published on 23 July**); this guidance was launched at the International AIDS Conference in Amsterdam (AIDS 2018) and was accompanied by both a **systematic review** and a publication entitled **Guidance in brief**, which provides a summary of selected findings (see Key area 3).

Services: support to policy

EU level

In 2018, the EMCDDA continued to support drug policy dialogue at the EU level by providing expertise and technical information to the EU institutions (the EP, the Council of the EU and the EC).

A key role was played by the EMCDDA Director, who participated in various events held by these three institutions, delivered numerous presentations and was involved in exchanges with members of the EP (MEPs) and high-level representatives of the Council and of the EC, either in Brussels or at the EMCDDA in Lisbon (see also the section in Chapter 3 entitled 'Corporate area Governance').

This included the Director's participation at the session entitled 'Multidisciplinary approach in the area of Internal Security: the EU Policy Cycle for organised and serious international crime 2014-2017 — policy debate' at the Justice and Home Affairs (JHA) Council meeting on 5 June in Luxembourg. The Director participated in this meeting at the invitation of the Bulgarian Presidency of the EU. Another example of the Director's role was his participation, on 4 December, in the high-level panel discussion entitled 'EU 2019-24: how can we support viral hepatitis elimination in line with the WHO Global Strategy and UN SDGs?' ([5]) held at the EP.

Other EMCDDA staff members contributed with technical input and gave presentations at key drug-related policy events organised by the above-mentioned EU institutions in Brussels or in other Member States. This included the EMCDDA Scientific Director's participation in the seminar entitled 'Addressing new drug threats. A European perspective', which was organised by the EP Office in Dublin on 23 February. Other examples include the meetings of the Horizontal Working Party on Drugs (HDG), which took place throughout the year under the Bulgarian and the Austrian Presidencies of the Council of the EU, as well as the two national drug coordinators' meetings held under the same Presidencies (in Sofia on 3 May and in Vienna on 7-8 October). A full list of events attended by EMCDDA staff members in 2018 can be found in Annex 5.

In addition to contributing to key drug events organised by the EU institutions, the EMCDDA responded to 45 requests for input or technical advice on important core business or institutional topics.

Throughout 2018, 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. The core tasks were to support the multi-annual EU Policy Cycle for organised and serious 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 the section entitled 'Training activities organised with CEPOL' in 'Services: support to practice'), supporting Europol in reporting on synthetic drugs and cocaine production sites, contributing to EMPACT technical meetings, and providing input and support during the drafting of the next EMPACT OAPs.

The EMCDDA is a key contributor to EU policymaking in the NPS area (see also Key area 2). To that end, following the proposals of the EC, based on the risk assessment reports submitted by the EMCDDA, the Council decided in 2018 that ADB-CHMINACA, CUMYL-4CN-BINACA, cyclopropylfentanyl and methoxyacetylfentanyl 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.

Throughout the year, the EMCDDA continued to strengthen its cooperation with the relevant EC services, in particular with the Directorate-General for Migration and Home Affairs (DG HOME), the agency's partner Directorate-General. The EMCDDA Director met with the Cabinet of Commissioner Avramopoulos and the Director-General of DG HOME, Paraskevi Michou, as well as with the Deputy Director-General, Olivier Onidi. The new Director for Security at DG HOME, Laurent Muschel, paid a visit to the EMCDDA on 18-19 October. Several meetings were held with Ms Floriana Sipala, Head of the Organised Crime and Drugs Policy Unit at DG HOME. Further coordination meetings took place with the EC during the year and briefing notes were provided when requested.

The EMCDDA also participated in and delivered presentations at a meeting of the HIV/AIDS, Hepatitis and Tuberculosis Think Tank, which was organised by the Directorate-General for Health and Food Safety (DG SANTE) and held in Luxembourg on 15-16 May, and at the fourth HIV/AIDS, Hepatitis and Tuberculosis Think Tank, which was held in Brussels on 7-8 November.

The agency was also very active in providing support to the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) and the European External Action Service (EEAS) on activities with third countries. This included contributions to the 2018 Enlargement package of the EC and to the Mini-Dublin Group report on Bosnia and Herzegovina and selected neighbouring countries, as well as ad hoc support to the second phase of the COPOLAD (COPOLAD II) and phase 5 of the Central Asia Drug Action Programme (CADAP 5), both projects of the EC. It is also worth noting that the EMCDDA Director participated in the Technical Assistance and Information Exchange (TAIEX) 19th International Forum for Prosecutors on Fighting Cross-Border Organised Crime (2-4 October, Lisbon), as well as in the review of the *TAIEX Peer Review Mission Report on Drug Demand and Supply Reduction in Bosnia and Herzegovina: Institutional Set-up and Cooperation*.

In the drug research area, the EMCDDA, at the request of DG HOME, continued its activity as a member of the evaluation committee in charge of assessing the proposals submitted under the 'Supporting Initiatives in the Field of Drugs Policy' 2018 call. Furthermore, the agency supported its Scientific Committee in preparing and delivering to the HDG its input into the Annual Dialogue on Research.

(5) UN SDGs refers to the United Nations Sustainable Development Goals.

FIGURE 5. **Flyer promoting the cannabis drug policy news service**

In terms of services provided to policymakers, the EMCDDA's cannabis policy news service (see Figure 5), which was launched in 2016, continued to provide regular alerts to its subscribers. Six alerts were sent in 2018, while the number of subscribers nearly doubled during the year (i.e. from 165 as of 1 January to 315 as of 31 December).

In 2018, the EMCDDA also continued to provide appropriate technical backstopping to support the EU in external dialogues with international bodies and third countries. A key event was the 61st Session of the Commission on Narcotic Drugs (Vienna, 12-16 March). The EMCDDA participated in various sessions, gave six talks in side events, attended the EU-Brazil dialogue and supported the EU and its Member States in their normative deliberations.

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 network of NFPs (see Cross-cutting area A).

The EMCDDA Director paid high-level institutional visits to Lithuania (15 May), Germany (1 October), Cyprus (10 October), Estonia (6 November) and France (5 December). EMCDDA staff also went on a mission to support the national launches of the 2018 EDR in six EU Member States (Bulgaria, Czechia, Croatia, Cyprus, Poland and Romania) and Norway.

Further technical missions were carried out at the invitation of national authorities to support different countries' drug initiatives.

In March, ECDC and the EMCDDA responded to a request by the Ministry of Health of Luxembourg to conduct a joint country mission to review the observed increase in reported HIV cases among PWID in Luxembourg and to propose key actions.

During a four-day visit to Luxembourg, the mission team visited services for PWID, including needle and syringe exchanges at mobile and fixed sites, a drug consumption room, opioid substitution treatment services, residential drug services and prison services. The team met with clinicians involved in HIV care for PWID, teams delivering drug treatment, representatives responsible for HIV surveillance activities, the National Drug Coordinator, staff involved in the provision of services for homeless/socially excluded individuals, and non-governmental organisations engaged in HIV testing, prevention and control. In addition to the mission, the Luxembourgish health authorities were provided with a joint ECDC-EMCDDA technical report that presented the findings of the mission and a set of recommendations to tackle the specific situation in that country.

Another example of the EMCDDA's work with Member States is the support provided to Estonia. In April, the country submitted a formal request to the EMCDDA, asking for technical support in the evaluation of Estonia's drug prevention policy, which was adopted in 2014. In response to this request, EMCDDA experts carried out a technical mission to Tallinn in May, where they met national policymakers and discussed steps towards developing structures and methodologies for the evaluation of the Estonian national drug strategy and action plan. Further advice and methodological support was provided during 2018 to the core group of Estonian officials involved in the evaluation process.

At the request of several countries, the EMCDDA also examined the new trend of the sale of low-tetrahydrocannabinol (THC) cannabis. Herbal cannabis, cannabis resin and cannabis oils are openly being offered for sale, with the claim that they are below specified national limits of THC (0.2 % or similar). This has raised concerns, including concerns regarding whether or not these claims are accurate, the possible health or social harm created through this type of cannabis attracting new users and the challenges of law enforcement in distinguishing between low- and high-THC cannabis on the street. The issues and possible solutions were discussed at the Legal and Policy Correspondents meeting in June, which was followed by a cannabis policy news alert in October and a meeting of experts in November, including food safety and medicines law experts, as well as sellers of these products. A report collating the results of all of this, plus information from the NFPs, will be published in 2019.

An EMCDDA Policy Evaluation Workshop took place in Lisbon on 19-20 November. The aim of the workshop was to build up the knowledge and expertise of those engaged in commissioning, managing and making use of evaluations of

policies and strategies in Member States in order to strengthen the design, management and use of policy evaluation, with a particular focus on building an evaluation culture and improving the availability of indicators. Very positive feedback was received from the participants, namely experts from Estonia, Ireland, Cyprus, Austria and Portugal.

The EMCDDA also received visits from high-level representatives or ambassadors from several Member States, including visits from the Minister of Health from Luxembourg and from the Minister-President of the Brussels Region, as well as visits from the ambassadors from Belgium, Germany, Estonia and Austria.

Services: support to practice

Knowledge exchange is one of the EMCDDA's key tasks. 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 one of the EMCDDA's core tasks. The main dissemination channel is the BPP. The BPP is designed to help practitioners find reliable information on what works (and what doesn't) in the areas of prevention, treatment, harm reduction and social reintegration. In 2018, some parts of the BPP became available in eight languages: English, French, German, Italian, Polish, Portuguese, Russian and Spanish.

The BPP is reinforced by the results of the Cochrane Group on Drugs and Alcohol. As part of a visit by the Chief Executive Officer of the Cochrane Collaboration, Mark Wilson, to the EMCDDA in March, ways in which the EMCDDA and the Cochrane Collaboration may strengthen their efforts to promote evidence-based recommendations and support successful implementation strategies were further explored.

In November, the EMCDDA organised an expert meeting to examine the implementation of evidence-based interventions on drugs. Experts in the implementation of evidence-based interventions from Europe and North America gathered at the EMCDDA for the agency's first 'Pathways to implementation' technical meeting.

During 2018, the BPP included, among others, updates on:

- how to respond to benzodiazepines and synthetic opioids
- how to respond to multiple risk behaviours
- behaviour change in the context of substance-use treatment
- health interventions in prison

European prevention conference in Lisbon

The EMCDDA strives to support evidence-based prevention and to promote greater use of interventions that have been proven to be effective. In 2018, this included further implementation of the European Universal Prevention Curriculum (EUPC).

The ninth annual conference of the EUSPR took place in Lisbon from 24 to 26 October (see Figure 6). The event, which was entitled 'Prevention technologies — improving the use of evidence in prevention practice', was co-organised by the EUSPR and the EMCDDA.

During the meeting, the Review Board of the Xchange registry of evidence-based prevention interventions met and discussed the inclusion of additional entries on substance use, as well as new entries targeting other risky behaviours, such as delinquency and violence. As a result, 11 new programmes, on crime and delinquency, have been added to the database of programmes.

FIGURE 6. **9th EUSPR conference in Lisbon**

In November, a Reitox Academy took place in Prague entitled '**Scaling-up prevention: Universal Prevention Curriculum**' (UPC). It was organised by the EMCDDA and the UPC-ADAPT group, in collaboration with the First Faculty of Medicine of Charles University in Prague and the Czech National Monitoring Centre for Drugs and Addiction.

The final UPC-ADAPT dissemination conference was held in conjunction with the above-mentioned EMCDDA Reitox Academy (in Prague). UPC-ADAPT has generated a set of curricula for use in the training of prevention professionals in Europe. Nine EU Member States (Belgium, Czechia, Germany, Estonia, Spain, Croatia, Italy, Poland and Slovenia) piloted these materials in 2018. The EMCDDA took the lead in finalising the EUPC training manual (the main output of the UPC-ADAPT project financed by the Justice Programme), which will be published in 2019.

The EMCDDA Director also delivered a significant number of presentations at scientific and practice events (for details, see the section in Chapter 3 entitled 'Corporate area Governance').

Training and capacity building

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

Reitox Academies

The Reitox Academies are the main capacity-building initiative of the EMCDDA and they are run in collaboration with, and for the benefit of, its partners in the Member States and third countries.

Seven Reitox Academies and training sessions were organised in 2018 for 201 professionals from EU Member States and non-EU countries. Further details are presented in Cross-cutting areas A and C.

Furthermore, at the request of the Bulgarian authorities, the EMCDDA contributed to the organisation of three training sessions for the Bulgarian National Drug Center for a total of 105 participants (for details, see Cross-cutting area A).

European Drugs Summer School

The seventh edition of the joint ISCTE-IUL and EMCDDA European Drugs Summer School was successfully organised and positively evaluated by students and lecturers. With a record number of participants, the 2018 edition was focused on the prevention of substance use in Europe. A total of 53 students, from 25 countries across the world, **arrived in Lisbon for two weeks (25 June-6 July) of intensive training and engaging networking**.

> *I think that the Drugs Summer School was excellent: very interesting programme, good lecturers, interesting students with various backgrounds, good mix between theory and practice and visits.*
>
> Testimonial from Mailys Ramonatxo, General Secretariat DGD — Justice and Home Affairs, Council of the EU

European drugs summer school, class of 2018
© ISCTE-IUL, Hugo Alexandre Cruz

TABLE 1. **Training initiatives organised with CEPOL in 2018: activities and number of participants**

Course	Residential participants
Cannabis production and smuggling	35
Cocaine smuggling	40
Heroin smuggling	38
Drug markets and drug-related crime: strategic analysis	28
Dismantling illicit laboratories	30
Synthetic drugs	30
Total	**201**

Source: CEPOL.

Training activities organised with CEPOL

As part of its contribution to the EMPACT OAPs of the EU Policy Cycle on organised and serious international crime, in 2018 the EMCDDA continued to organise training activities for law enforcement professionals with its partner CEPOL. To that end, the agency's staff participated as experts in six training initiatives (both webinars and residential sessions) (see Table 1).

In 2018, in partnership with CEPOL, the EMCDDA developed and implemented, for the second time, a three-day residential training course on 'Drug markets and drug-related crime: strategic analysis', which was based on the *EU Drug Markets Report* published in 2016 jointly by the EMCDDA and Europol. The course, which was held in Lisbon, was attended by senior law enforcement officers from EU Member States, Kosovo and Switzerland.

Dissemination of results and evidence

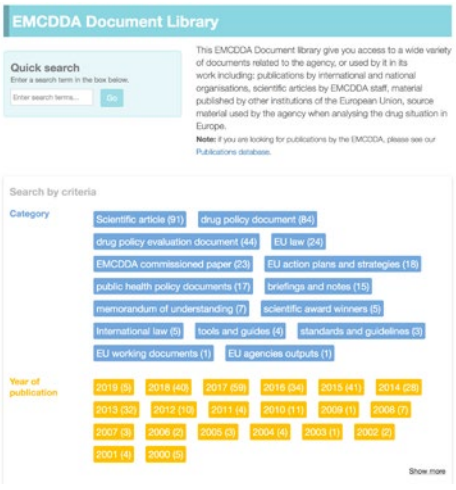
The EMCDDA's digital channels

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

FIGURE 7. **EMCDDA online communication channels**

In April, the EMCDDA launched its new Document Library (see Figure 8), namely an online resource aimed at researchers in the field of drugs and addiction in Europe. This searchable catalogue provides quick-and-easy access to a wide range of drug-related material. The library is being added to on a daily basis and currently includes EMCDDA-commissioned reports, EU and national drug policy documents, scientific papers published by EMCDDA staff and a selection of key resources from partner organisations.

FIGURE 8. **EMCDDA Document Library**



In addition, the EMCDDA has created a media library on its website, providing easy access to infographics, videos, photos and interactive features.

In December, a 'Seasonal calendar' campaign was launched on all EMCDDA social media channels — Facebook, Twitter, LinkedIn and Instagram. The aim of the campaign was to promote the high number of new products that were published during the month and also to highlight key resources published throughout the year. To this end, a short video was released each day between 1 and 24 December revealing a new resource. These 'mini videos' were uploaded as native videos on the channels and embedded in Instagram Stories with additional hashtags and links.

Visits to the EMCDDA

Another of the EMCDDA's means of disseminating knowledge is through the presentations delivered to visitors to the agency's headquarters in Lisbon. There have been 55 visits in 2018 (i.e. more than one visit per week, on average), with a total of 542 visitors.

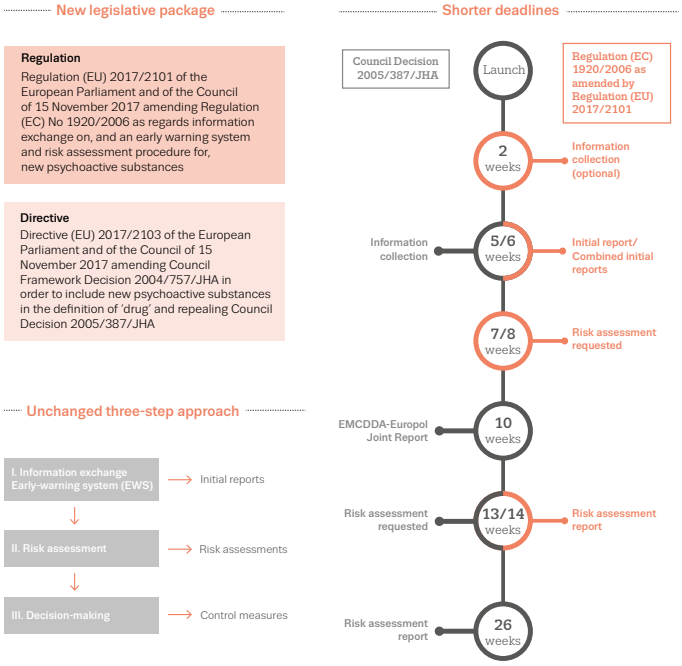
Early warning and threat assessment (Key area 2)

Responding to NPS — EU Early Warning System and risk assessment

The year 2018 brought an important change in the implementation of the EU EWS on new drugs. From 23 November 2018, Council Decision 2005/387/JHA was repealed. The procedures regarding information exchange on, and an early warning system and risk assessment procedure for, new psychoactive substances are now included in the amended Regulation (EC) No 1920/2006 and the amended Council Framework Decision 2004/757/JHA. This new legal instrument retains the 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.

Therefore, while an important part of the agency's resources in this area were dedicated to adapting the relevant guidelines, procedures, processes and tools to the new legal framework, and ensuring a smooth transition between the two legal instruments, the EMCDDA continued to ensure the robust implementation of the EU EWS, together with its partners in the Member States (the Reitox network of the EWS correspondents), Europol and EMA.

FIGURE 9. **Europe gets stronger system to tackle new psychoactive substances**



The partnership will be further strengthened under the new legal framework, which will entail cooperation with three new EU agencies: ECDC, ECHA and EFSA. To that end, working arrangements were concluded with these agencies (in December 2018 with ECDC and in February 2019 with ECHA and EFSA), while the existing working arrangements with EMA and Europol were updated and signed in December 2018, in order to accommodate the changes.

Key outputs of the EWS have included 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 (until 22 November 2018) and the risk assessment mechanism.

In a nutshell, the EMCDDA's main activities in this area were as follows (see also Figure 10):

- The network was notified of 55 NPS, including six new fentanils.
- Around 730 NPS were monitored by the EU EWS, as of the end of 2018 ([6]).
- Two EMCDDA-Europol joint reports, namely on cyclopropylfentanyl and on methoxyacetylfentanyl, were published in the EMCDDA layout in February 2018.

(6) For the last year for which data is complete (2017), more than half (392 substances) of the substances monitored by the EU EWS at that time were detected again across Europe.

These reports were prepared and submitted to the EU institutions in 2017.

- Two risk assessments, namely on cyclopropylfentanyl and on methoxyacetylfentanyl, were carried out by the EMCDDA's Extended Scientific Committee on 21 March, and the risk assessment reports were subsequently submitted to the EU institutions, as stipulated by the Council Decision.

- Nine risk assessment reports were published, namely the reports that followed the two risk assessments conducted in 2018 (see the point above) and seven risk assessment reports of the nine risk assessments conducted in 2017, namely risk assessment reports on AB-CHMINACA, ADB-CHMINACA, 5F-MDMB-PINACA, CUMYL-4CN-BINACA, 4-fluoroisobutyrylfentanyl (4F-iBF), tetrahydrofuranylfentanyl (THF-F) and carfentanil.

- Seven risk communications were published (five advisories and two briefings) and two updates were issued to the EWS network.

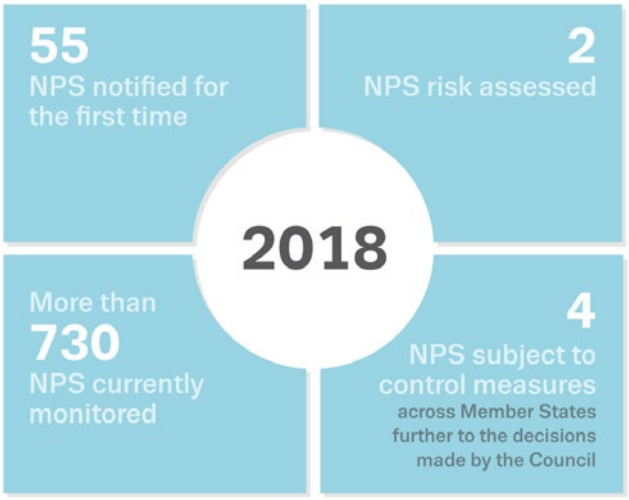
- Following the proposals of the EC, based on the risk assessment reports submitted by the EMCDDA, the Council of the EU decided on 14 May that ADB-CHMINACA and CUMYL-4CN-BINACA should be subject to control measures at the EU level. Two more substances, namely cyclopropylfentanyl and methoxyacetylfentanyl, were subjected to similar control measures on 28 September, following the Council's implementing decision.

Some of the EMCDDA's central activities continued to be network management and the provision of technical assistance on a daily basis to the members of the Reitox EWS network in 2018. Literature searches were performed for all the substances that were detected for the first time in Europe and the EU EWS network was formally notified of these. In addition, structured data were collected periodically on all monitored substances, and trends in the NPS market were identified and analysed.

The 18th Annual Meeting of the Reitox EWS network took place on 5 and 6 June. All of the 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 2017 annual report on the implementation of Council Decision 2005/387/JHA was prepared by these two agencies, submitted to EU institutions in July and published in August. The report presented the key activities performed by the EMCDDA and Europol in 2017, including the list of NPS of which the EWS was notified, the joint reports produced,

FIGURE 10. **Early Warning System and risk assessment: key facts and figures**



the risk assessments conducted and the public health alerts issued. This was the last annual report on the implementation of Council Decision 2005/387/JHA produced by the two agencies; following the application of the new legal instrument on NPS, this report will no longer be required.

The Rapid Communication ***Fentanils and synthetic cannabinoids: driving greater complexity into the drug situation — an update from the EU Early Warning System*** was published in June. This publication provides insights into what is happening with NPS in Europe, based on data from the agency's early warning and risk-assessment activities. The report covers the period from January 2016 to December 2017.

Furthermore, a **topic overview on the EU EWS on NPS** was released in November 2018. It describes the work and main outputs of the EU EWS and includes a description of how the system works, an historical timeline of legislation and the substances investigated, and NPS drug profiles.

Information exchange with EMA and the EU pharmacovigilance system on medicines and substances with medicinal properties was ongoing in 2018. 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 to the EMCDDA by the Pharmacovigilance Risk Assessment Committee of EMA regarding information on such medicines, after signals related to their misuse and abuse are 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 open source information, including scientific and medical literature, were performed.

The agency also actively cooperated with international bodies, particularly with the United Nations Office on Drugs and Crime (UNODC) and the World Health Organization (WHO) in Geneva, to support prioritisation, scheduling discussions and information exchange activities and meet the need to respond at the international level to the harm caused by NPS. A list of substances was provided by the EMCDDA on 13 April to assist in the prioritisation of substances to be reviewed during the 41st Expert Committee on Drug Dependence meeting. Furthermore, the EMCDDA participated in the fifth WHO/UNODC Expert Consultation meeting, which was held in Geneva in September.

The EMCDDA and the UNODC also strengthened their collaboration as regards 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 that the EWS was notified of was shared by the EMCDDA with the UNODC.

As part of the cooperation with enlargement countries, support under the EC-funded IPA 6 project (for details, see Cross-cutting area C) was also provided to candidate countries and potential candidate countries to design and operate an EWS at the national level (NEWS). To that end, the exchange of communication on news related to NPS and the EWS in Europe was ongoing between the EMCDDA and the beneficiaries' representatives.

Furthermore, representatives of four candidate countries and potential candidate countries attended the 18th Annual Meeting of the Reitox EWS network in June. On that occasion, a satellite meeting took place and the EMCDDA presented the guidelines to be used by the countries when drafting their NEWS profiles.

An important activity undertaken in 2018 was the assessment of the national drug observatory and the national early warning system, which was carried out by the EMCDDA in Serbia (12 and 13 June) and Montenegro (14 and 15 June). In terms of the NEWS, the assessment took place against the requirements of the EU legal framework in place and the working methods established by the EU EWS as laid out in the early warning system and risk assessment operating guidelines, and in line with the established working practices within the EMCDDA and the EU Member States.

The reports highlighting the main conclusions and recommendations for each country were subsequently prepared by the EMCDDA and forwarded to the relevant national authorities in October. A roadmap to implement the EMCDDA recommendations was also developed, together with DG NEAR, for Montenegro.

Capacity building in this area also included the Reitox Academy for Serbia on the following topic: 'NPS: Definition, situation and treatment'. It took place on 20 December in Belgrade and was attended by 25 participants. The event, which was organised at the request of the Serbian national drug coordinator, aimed to clarify what an NPS was and outline the classification and health effects of NPS, to discuss the situation of NPS in Europe and in Belgrade, and to improve participants' knowledge on the demand for and harm-reduction responses to NPS.

The EMCDDA provided its leading expertise to the project COPOLAD II (for details, see Cross-cutting area C).

Emerging trends and threats

The detection and monitoring of new trends and threats remained one of the key tasks of the agency in 2018.

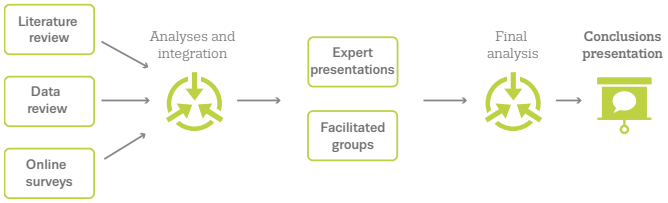
The activities in this field reflect an increasing recognition of the importance of facilitating the development of early responses to potential threats by strengthening the systems for identifying and tracking new and emerging trends.

EMCDDA trendspotter methodology

The trendspotter method (see Figure 11) involves the rapid collection and triangulation of data from a variety of sources, incorporating multiple social research methods and drawing on rapid assessment and response methods. In December, the EMCDDA published its ***Trendspotter manual: a handbook for the rapid assessment of emerging drug-related trends***.

The EMCDDA carried out a trendspotter study on 'Recent changes in Europe's cocaine and crack market'. The study investigated the consequences of these developments on the acute health effects linked to cocaine and crack use and reviewed the current public health responses to problems related to these drugs. The results of the study were published

FIGURE 11. **Trendspotter process**



in December in the form of a **Rapid Communication** (see Key area 1).

Finally, a trendspotter study carried out in 2017 on NPS in prisons identified growing evidence that NPS are responsible for a large proportion of the drug-related problems in some European prisons. The **results of the study** were published in June 2018. In addition, **two videos on the topic were released** by the EMCDDA.

In November 2018, the results of a training workshop on the trendspotter methodology, delivered by the EMCDDA at the Second COPOLAD II Annual Meeting of National Drugs Observatories in 2017, were published as joint EMCDDA-COPOLAD report (see Cross-cutting area C).

During 2018, the EMCDDA continued providing support to the national trendspotter activities, which were initiated in 2017.

Wastewater analysis and drugs

In 2018, the EMCDDA continued its collaboration with SCORE. This Europe-wide network works to standardise the approach to wastewater analysis and coordinates national studies by **analysing wastewater in almost 60 European cities to explore the drug-taking behaviours of their inhabitants**. The latest findings were released in March as an updated Perspectives on Drugs publication, **Wastewater analysis and drugs — a European multi-city study**. The findings offer a valuable snapshot of the drug situation in the cities involved, revealing marked regional variations in drug-use patterns. The findings were published in various languages (see Figure 12).

In addition, an expert meeting on wastewater-based epidemiology was organised by the EMCDDA on 18-19 September.

European Drug Emergencies Network (Euro-DEN)

The Euro-DEN Plus project collects data on acute recreational drug and NPS toxicity from sentinel hospital emergency rooms across Europe. It has expanded from the original 16 centres in 10 countries (2013/14) to 32 centres in 22 countries (2018/19) to increase the geographical reach and representativeness of the dataset. Over the last year, more than 7 200 presentations of recreational drug use in hospital emergency rooms were reported. On 4-5 December, the EMCDDA hosted the Euro-DEN Plus Research Group meeting, including clinicians from the network as well as experts from the NFPs. The aim was to discuss the most recent data and future developments.

FIGURE 13. **Drug checking services in Europe**

Drug-checking services

On 30-31 October, the EMCDDA organised a meeting regarding the collection of data on the analyses of drug samples among drug-checking services (see Figure 13). It was a meeting of the Trans-European Drug Information (TEDI) project, a network of European fieldwork drug-checking services that share their expertise and data within a European monitoring and information system. The TEDI project has developed a database system that collects, monitors and analyses the evolution of various European drug trends in recreational settings. The TEDI project was financed by the EC from 2011 to 2013. Since 2017, thanks to collaboration with the EMCDDA, TEDI is building a new database and reported its first data collection to the EMCDDA in 2018. In October, the EMCDDA hosted an expert meeting on the data collection

FIGURE 12. **Wastewater analysis and drugs — available in English, French, Spanish, Portuguese and German**

of results from analyses of drug samples from drug-checking services in Europe.

Situation, responses and trend analysis (Key area 3)

This area includes the EMCDDA's core monitoring and analysis activities. As part of this area, the EMCDDA provides an annual state-of-the-art overview of drug demand and supply, including its suggested responses for tackling these issues 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 that the EMCDDA's core monitoring system remains relevant and efficient. Moreover, it is of the 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, which include the prevalence and pattern of drug use in the general population (based on a GPS); the prevalence and patterns of high-risk drug use (the 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 the mortality among drug users (drug-related deaths (DRD) indicator); and infectious diseases related to drug use (drug-related infectious diseases (DRID) indicator).

In 2018, a comprehensive triennial review of the implementation of the key epidemiological indicators in the 30 reporting countries was conducted and presented to the Management Board in December. The assessment describes the progress made since the previous review (2015) and will inform work priorities in this area for the following three-year period (2019-21).

As before, the knowledge base provided by the key epidemiological indicators will be supported by the EMCDDA's Reitox NFPs and other networks of experts that contribute their national expertise to the agency's European drug information and analysis system. The interaction with these networks was continuous, with regular contact and technical support, and culminated in annual expert meetings that were organised by the agency at its premises in Lisbon (see Table 2).

An innovative tool that helps in the rapid reporting of new trends is the European Web Survey on Drugs. It is a useful method for obtaining information from drug users, in different countries in a quick and cost-effective manner, on the amounts used, the frequency of use and the sources of supply.

By mid-January 2018, the **European Web Survey on Drugs** had reached **more than 50 000 participants**. The survey, which is run with a number of Reitox NFPs, collects information from different groups of drug users on topics currently not covered by routine data collection.

In addition, the EMCDDA continued its support for the development of innovative methods to better monitor new trends, including the analysis of syringe residues and pill testing. The two pilot projects in these areas, which both started in 2017, were further developed in 2018 to explore the potential of these tools to improve monitoring and the timeliness of reporting on new trends.

Following the publication of the ESPAD report in 2016, the EMCDDA continued to work closely with ESPAD principal investigators to make use of the current survey results and to coordinate the activities necessary for the next round of ESPAD planned for 2019. These activities included organising regional seminars, developing the questionnaire and ensuring the production of national work plans. In addition, the

TABLE 2. **Main network meetings held in Lisbon in 2018**

Meeting	Dates
Expert meeting on the prevalence and patterns of drug use among the general population (based on a GPS)	15-26 May
19th Meeting of the Legal Correspondents of the European Legal Database on Drugs (ELDD)	11-12 June
Expert meeting on the PDU epidemiological indicator	19-20 June
Expert meeting on the DRID indicator	24-25 June
Expert meeting on the TDI	3-4 October
Sixth annual meeting of the EMCDDA reference group on drug supply indicators	11-12 October
Expert meeting on DRD indicator	8-9 November

FIGURE 14. **Publications launched in 2018 on prisons**

EMCDDA provided support to 11 countries (both EU and third countries), helping them to conduct their national data collections in 2019.

Harm-reduction interventions

In May, the EMCDDA launched a three-year initiative with the purpose of promoting hepatitis C testing among PWID in drug treatment settings. The initiative represents both an operationalisation of a central EMCDDA public health priority and the implementation of a dynamic intervention model presented in ***Health and social response to drug problems: a European guide*** (2017). In 2018, the guide also became available in **Russian and Spanish**. Through this project, the EMCDDA aims to support EU Member States' efforts to improve national practices in the hepatitis C field by supporting diagnosis of the national situation, and to provide high-quality materials for training activities for those working in the field. The kick-off meeting of the initiative was held on 18-19 January at the EMCDDA.

In 2018, the EMCDDA released two joint public health guidance publications and one joint systematic review with ECDC (see Key area 1). In addition, the following resources were published on the topic of prisons (see also Figure 14):

- ***Health and social responses to drug problems in prisons*** (EMCDDA commissioned paper);
- *European evidence-based guidance on prevention and control of HCV in prison settings* (**poster**) and ***Guidance in brief***;
- ***New psychoactive substances in prison*** (Rapid Communication).

The EMCDDA continued its work on the development of new methodological frameworks on the mapping of e-health and m-health (mobile health) applications. A paper entitled ***m-Health applications for responding to drug use and associated harms*** was released in December, which explores the range of m-health applications available to users and professionals seeking information, support and advice in a variety of EU languages.

On 4-5 June, the EMCDDA organised a technical meeting on 'The role of Drug Consumption Rooms (DCR) as a source of information on the drug situation at local, national and European level'.

In this area, the EMCDDA collaborated with the European Forum for Urban Security (EFUS) in the framework of the EC-funded project 'Solidify — Supervised Drug Consumption Facilities to Instill Harm Reduction and Social Cohesion at Local Levels', which aims to better equip cities that have DCRs, in order to help them accompany and facilitate the installation of structures and to evaluate the rooms' impacts in terms of localised nuisance reduction.

Further steps were also made towards improving our understanding of the coverage of treatment services across the EU.

Monitoring drug supply

In the area of drug supply, work was focused on ensuring that all of the reporting instruments were fully implemented and on improving the quality and coverage of data collected in the Member States.

Significant effort was also put into the preparation of the third EMCDDA-Europol *EU Drug Markets Report* (which will be published in 2019). Work is also underway on providing a second set of estimates of the market size for cannabis, cocaine, amphetamines, ecstasy and heroin, which will be published in 2019.

At the end of the year, the EMCDDA and Europol released a joint progress report providing an overview of the key findings of the implementation of the revised drug supply indicators, entitled ***Improved drug supply indicators for Europe: progress report*** (see Key area 1).

The work of the EMCDDA reference group on drug supply indicators, including representatives from each Member State, the EC (DG HOME and Eurostat), Europol and Eurojust, was essential for reaching the objectives in this area. The annual meeting of the group was on 11-12 October.

Monitoring drug policies and laws

The monitoring of drug laws and policies continued in 2018 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 ELDD was organised on 11-12 June 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

One of the main components 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.

Further progress was made in coordinating the data received in the Workbooks with that received in Fonte. In 2018, the workbook questions for delivery in 2019 were reviewed to ensure that they were fit for purpose. The work to establish the nature and form of a web-based output (***Country Drug Reports***), which commenced in 2016, was continued in 2018 (see also Key area 1).

In parallel, the project to align the EDND to the growing demands of the EWS continued in 2018. This was complemented by the changes that needed to be implemented as a result of the application of the new NPS regulation (see Key area 2). This technological redevelopment of the EDND is a major line of work for the agency and it is being undertaken in different phases to ensure that advanced technical functionalities are included. The EDND stores the information related to all of the NPS monitored to date (some 730). In 2018, a total of 55 new EDND substance profiles were prepared and published for all substances for which the EWS had been notified.

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 network of NFPs. The NFPs play a critical role by providing national data from the 30 countries that report to the EMCDDA, namely the 28 EU Member States, Norway and Turkey. Therefore, the network plays a key role in the successful implementation of the **EMCDDA Strategy 2025** and the achievement of its strategic goals.

In 2018, the EMCDDA supported the implementation by the NFPs of the **RDF** which was adopted by the heads of the NFPs in 2017. The document will ultimately contribute to enhancing the visibility, usefulness and sustainability of the NFPs at the national level and of the NFPs as a network at the European level. The implementation aspects of the RDF, including a Roadmap to 2020, were discussed with the NFPs at all of the meetings with the NFPs organised by the EMCDDA (see Table 3). Furthermore, based on the needs expressed by the NFPs in 15 countries, letters were addressed by the EMCDDA Director to the relevant high-level national authorities to present the RDF to them and ask for their support for the concerned NFPs in implementing the document.

Strengthening the organisational capacity of the NFPs, as a means to ensuring their sustainability, was also addressed through the accreditation project, which continued in 2018.

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 heads of NFPs (HFPs) and at the two technical meetings organised during the year.

TABLE 3. **Reitox meetings in 2018**

Meeting	Dates
58th Reitox HFP meeting	22-24 May
59th Reitox HFP meeting	14-16 November
Technical meeting entitled 'Implementation of the Reitox Development Framework and Country Drug Reports'	20 March
Technical meeting entitled 'Reporting tools, Lisbon Addictions 2019, Implementation of the Reitox Development Framework Roadmap'	2 October

Furthermore, six Reitox Academies were organised with Reitox NFPs, as follows:

- 'Scaling-up prevention: Universal Prevention Curriculum', Prague, 28-29 November (59 participants);
- 'Communication', Lisbon, 17-18 October (25 participants);
- 'Grant agreement management', Lisbon, 19 October (18 participants);
- 'Refugees, drugs and mental health', Athens, 21 June (31 participants);
- 'National Academy on monitoring misuse of narcotic prescription medicines', Vienna, 3 December (33 participants);
- regional academy for Baltic countries, 'Harm reduction: learning, improving, responding', Vilnius, 17-19 December (10 participants).

In addition, at the request of the Bulgarian authorities, the EMCDDA contributed to the organisation of three training sessions for the Bulgarian National Drug Center, as follows:

- 'Modern approaches in prevention', Sofia, 26-27 February (38 participants);
- 'Treatment of stimulant users', Sofia, 25-26 April (43 participants);
- 'New Psychoactive Substances: Definition, situation and treatment', Sofia, 27-28 November (24 participants).

Throughout the year, the EMCDDA continued to support the work of the NFPs in 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 was the co-financing of their activities, covered by a grant agreement, without which the network could not accomplish its 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 carries out regular on-site audit missions: the country randomly covered in 2018 was Sweden (in October).

Quality assurance (Cross-cutting area B)

In 2018, the EMCDDA continued to improve the quality of its analyses and outputs. Ensuring the quality of its scientific outputs is essential for the EMCDDA to continue to be recognised as the reference point on drugs in Europe; therefore, this is an area of critical importance for the agency.

To that end, further progress was achieved in defining and implementing the data quality framework, including the indicators for the internal statistics code of practice and the documentation regarding data/information flows and processes. Efforts were focused on implementing the action plan that was put in place to address the recommendations of the Internal Audit Service on the management of data collection, validation and quality assurance (2017) as well as on the preparation and follow-up of the audit on publications management (2018).

This included work to assess business needs and the IT tools to support them, as well as work on the update of the EMCDDA data quality management framework to further align it with the EMCDDA Strategy 2025.

One of the key milestones defined in the Strategy 2025 — Roadmap 2020 is a Futures exercise. As a result, this was launched in 2018, following an inception initiative at the Lisbon Addictions 2017 conference. This exercise aims to inform the EMCDDA's thinking on how to keep its tools and methods fit for purpose in the context of future regional and global developments in drug-related interventions, technologies and research methods, as well as in the context of wider social developments. One of the milestones of the project in 2018 was the conference on 'Changes in patterns of drug use and supply and their implications for monitoring', which was organised in November in Lisbon with the agency's key stakeholders and external experts. In addition to this conference, cooperation with the Joint Research Centre (JRC) Competence Centre on Foresight was initiated and it was agreed that JRC would be involved in the EMCDDA's 'Futures exercise'.

Main activities carried out by the EMCDDA Scientific Committee

As the guardian of the EMCDDA's reputation for scientific excellence, the Scientific Committee plays a key role in assuring and improving the quality of the agency.

During the year, the members of the Scientific Committee adopted a formal opinion on the PD 2019-21 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

EMCDDA scientific award

Winners of the 2018 EMCDDA scientific award were announced on 14 November at the 49th Scientific Committee meeting in Lisbon. The acclaimed writers will be invited to Lisbon next autumn to present their articles during the Lisbon Addictions 2019 conference. 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. In 2018, almost 40 papers were nominated by members of the agency's Scientific Committee, the Reitox NFPs, drug research societies with a European focus, peer-reviewed scientific journals and EMCDDA staff. The five winners (primary authors) were Professor Dr Christian Büchel (Germany), Dr Judit Tirado Muñoz, PhD (Spain), Daan van der Gouwe (the Netherlands), Professor John Marsden (the United Kingdom) and Vendula Belackova, PhD (Czechia).

EMCDDA chairing EU-ANSA

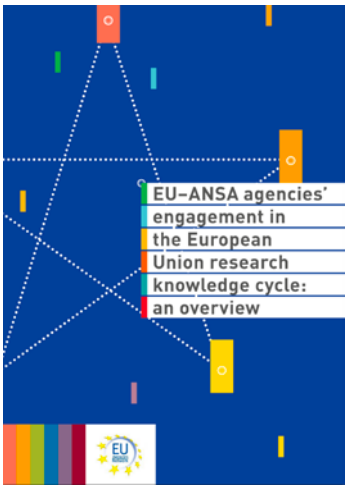
In 2018, the **EMCDDA held the chairmanship of EU-ANSA**, which promotes cooperation between agencies on issues of common interest related to the provision of scientific and technical advice and operates under the tutelage and in support of the network of Heads of EU Agencies.

The focus of EU-ANSA's activities in 2018 was on consolidating and completing ongoing activities, in areas such as communicating scientific uncertainty and continuing work on the engagement of EU agencies with the EU research knowledge cycle and research clusters.

A paper entitled ***EU-ANSA agencies' engagement in the European Union research knowledge cycle: an overview*** was published and presented to the Heads of EU Agencies and the EC (see Figure 15). This position paper highlights the potential added value of the EU-ANSA agencies in identifying knowledge gaps and common research and development needs.

The network held its 11th meeting in Ispra (Italy) on 29-30 May, hosted by the JRC, and its 12th meeting in Brussels on 27-28 November.

FIGURE 15. **EU-ANSA Agencies Engagement in the EU Research Cycle: an overview**



Cooperation with partners (Cross-cutting area C)

In line with its strategic priorities, in 2018, 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 (details are presented in Key area 1 and in the section in Chapter 3 entitled 'Corporate area Governance').

Other EU agencies, in particular the ones from the JHA network (7), as well as ECDC and EMA, were also key partners.

Regarding our global partners, cooperation was strengthened with international organisations, in particular with the United Nations family (the UNODC and WHO).

In terms of cooperation with third countries, the priorities were the successful implementation of the two-year technical assistance project IPA 6, which began in July 2017, and the preparation of the technical proposal for a new technical assistance project, the 'EU4 Monitoring Drugs', which has been funded by the EC since 1 January 2019.

Cooperation with EU bodies

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 into other joint activities (presented in Key areas 1, 2 and 3).

(7) The following agencies are part of the JHA network: CEPOL, the European Asylum Support Office (EASO), Frontex, Europol, the EMCDDA, the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), Eurojust, the European Union Agency for Fundamental Rights (FRA) and the European Institute for Gender Equality (EIGE).

The signing of the working arrangements between the EMCDDA and Europol (left: Catherine De Bolle, Executive Director of Europol, and Alexis Goosdeel, EMCDDA Director, in the presence of Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship); the EMCDDA and ECDC (centre: Dr Andrea Ammon, Director of ECDC, and Alexis Goosdeel, EMCDDA Director); and the EMCDDA and EMA (right: Guido Rasi, Executive Director of EMA, and Alexis Goosdeel, EMCDDA Director).

At the institutional level, three new working arrangements were concluded, namely with Europol, ECDC, and EMA, with a view to implementing Regulation (EU) 2017/2101 of the European Parliament and of the Council of 15 November 2017 amending Regulation (EC) No 1920/2006 as regards information exchange on, and an early warning system and risk assessment procedure for, new psychoactive substances and Directive (EU) 2017/2103 of the European Parliament and of the Council of 15 November 2017 amending Council Framework Decision 2004/757/JHA (see Key area 2 and the section in Chapter 3 entitled 'Corporate area Governance'). Two more similar working arrangements were prepared with ECHA and EFSA, which were signed in February 2019.

In addition, throughout the year, the EMCDDA held a number of meetings and exchanges with most of the EU agencies, namely within the framework of the EU Agencies Network and its sub-networks, such as the Performance Development Network, the Heads of Communication and Information Network, the Heads of Information and Communication Technology and other specialised sub-networks. The EMCDDA was also an active contributor to the JHA network.

In 2018, the EMCDDA acted as chair of the EU-ANSA after having taken over the rotating presidency from ECHA on 1 January 2018 (for details, see Cross-cutting area B).

Cooperation with international organisations

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

In 2018, the EMCDDA contributed to technical discussions with the UNODC and other international partners on how to improve data collection and on how to facilitate inter-agency collaboration. A key topic was the revision of the annual report questionnaire. The EMCDDA is also an active member of the international expert working group on drug epidemiological statistics lead by the UNODC and WHO. The agency contributed to various other meetings (see Annex 5) and welcomed experts from the UNODC and WHO at the events organised at its headquarters in Lisbon.

Since 2015, the EMCDDA and the UNODC have been strengthening their collaboration with respect to data on NPS, namely regarding the identification and seizure of these substances in Europe. As part of the ongoing cooperation between the EU EWS and the UNODC Early Warning Advisory, and in accordance with the agreement between the Reitox NFPs and the 30 EMCDDA participating countries, the

EMCDDA provides NFP-related data to the UNODC on an annual basis.

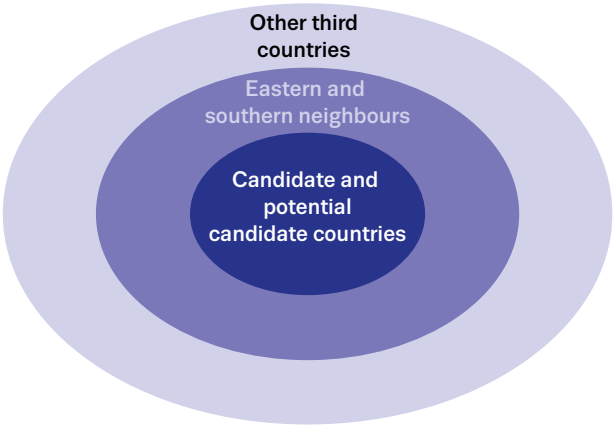
The EMCDDA continues to cooperate with both the WHO headquarters (Geneva) as well as with the WHO Regional Office for Europe (Copenhagen). Cooperation with WHO Europe in recent years has covered prisons and infectious diseases, whereas cooperation with the WHO headquarters has focused on the quality standards of interventions and the monitoring of treatment systems. In the area of prisons and drug use, the EMCDDA provided expertise to the expert meeting and conferences. The EMCDDA is part of the steering group of the WHO Europe Health in Prisons Programme and attends and actively contributes to their annual prison conference and steering group meetings (the last being in May 2018).

During 2018, the EMCDDA also assisted WHO with data for the prioritisation process and for the preparation of the critical reviews of the 12 psychoactive substances that were reviewed by the 41th Expert Committee on Drug Dependence meeting (in November).

The EMCDDA, WHO Europe and ECDC have been working closely to assist countries in the elimination of viral hepatitis in line with the WHO hepatitis elimination agenda. The agencies are contributing to the development of the European hepatitis monitoring framework by contributing to experts' meetings, conferences and technical work. In 2018, they jointly contributed to the European Association for the Study of the Liver (EASL) conference (February), the International Network on Hepatitis in Substance Users (INHSU) conference (September) and the EMCDDA DRID meeting (September), at which issues related to the improvement of data quality and availability were presented and discussed with the Member States and a wide audience of researchers and practitioners.

Another of the EMCDDA's important international partners is the Pompidou Group, with which the agency has had a Memorandum of Understanding (MoU) since 2001. The areas in which these organisations cooperate include drug policies, precursors control, prisons, cybercrime, cooperation with non-EU countries and providing support for training. The EMCDDA was represented at the meetings of The Airport Group and the International Network on Precursor Controls and participated as an observer at the meeting of the Permanent Correspondents (27 November) and at the 17th Ministerial Conference of the Pompidou Group (27-29 November). The agency also attended a MedNet meeting (25-26 September) and a MedSPAD committee meeting (24 April) organised by the Pompidou Group. Furthermore, the EMCDDA actively participated in four executive training sessions for drug-policy managers on drug-policy evaluation (February, May, June and September), in an expert meeting on drug-related cybercrime and in a seminar on refugees and drugs, and attended the Council of Europe expert meeting on Human Rights Education for Legal Professionals.

FIGURE 16. **The order of priority of the EMCDDA's work with third countries**



The EMCDDA also continues to cooperate with the Inter-American Drug Abuse Control Commission (CICAD-OAS) in the framework of the MoU signed in October 2000 and in line with the second work programme for the period 2014-18, which was endorsed in November 2013. During the year, the EMCDDA attended a CICAD-OAS training workshop to strengthen national drug observatories in Latin America, which was held in Antigua, Guatemala, on 7-9 August.

Cooperation with third countries

Work in this area is guided by the EMCDDA ***International Cooperation Framework***, which was adopted by the EMCDDA Management Board in December 2017. In line with this document, and following the EU approach for working with third countries, first priority is given to the candidate and potential candidate countries, followed by the ENP partner countries (Eastern and Southern neighbours) and finally by other third countries (see Figure 16).

Candidate and potential candidate countries

EU enlargement countries

In 2018, cooperation between EU enlargement countries at the bilateral level was secured by the negotiation of a working arrangement with the Republic of Albania, which was initialled at the **EU-Western Balkans Ministerial Forum on Justice and Home Affairs** (4-5 October in Tirana). While the EMCDDA has signed similar agreements with other third countries, this is the first request of its kind from a Western Balkan country.

FIGURE 17. **Implementation of the IPA 6 project**

Overall objective
to ensure that, upon accession, candidate and potential candidate countries are able to effectively participate in the activities of the EMCDDA and the Reitox network.

Beneficiaries
Albania, Bosnia-Herzegovina, North Macedonia, Kosovo*, Montenegro and Serbia.

**This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.*

Duration
24 months (1 July 2017–30 June 2019)

Budget
EUR 340 000

At the regional level, the cooperation mainly took place in the framework of the technical cooperation project for IPA beneficiary countries, namely the IPA 6 project.

In 2018, under this project, the EMCDDA continued to consolidate beneficiaries' capacities to monitor the drug situation, applying evidence-based tools and knowledge built and promoted within the EU, including on the information exchange regarding and monitoring of NPS.

The project launched the first-ever national GPS on drugs in Bosnia and Herzegovina and the results are expected early 2019. A data-collection exercise on assessing drug seizure data in the region was also repeated for the second time in a row.

It is also important to highlight the continuous participation of the experts from the beneficiaries in various EMCDDA expert meetings and the annual meeting with the EU HFPs.

A new development in cooperation with the beneficiaries was the first-ever review of the operationality of the national drug observatory and the national early warning system on NPS in both Serbia and Montenegro, which was carried out in June (see also Key area 2). The assessment and the resulting report, with the accompanying recommendations, will hopefully contribute to further implementing the actions planned under Chapter 24 of the EU acquis.

Furthermore, the Reitox Academy on 'New psychoactive substances: definition, situation and treatment' was organised in Belgrade on 20 December in collaboration with the Ministry of Health of Serbia. This training session was attended by 25 professionals from the prevention field and staff from the Reitox NFPs.

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

The EMCDDA-IPA 6 mid-term coordination meeting took place in Skopje on 18 September, which was attended by six National Correspondents. The event allowed the progress made over the previous 12 months to be assessed and allowed the activities to be planned for the remaining 10 months of the project. Finally, the EMCDDA organised the second EMCDDA-IPA 6 project steering committee meeting in November 2018.

EU neighbouring countries

Cooperation with neighbouring countries took place mainly with those countries with which the EMCDDA has working arrangements/MoUs in force, namely with Armenia, Georgia, Israel, Moldova and Ukraine. These countries were invited to participate at relevant EMCDDA expert meetings and they attended the following meetings: Armenia, Georgia, Moldova and Ukraine attended the seventh extended Reitox meeting (13 November); Georgia attended the GPS, EWS, PDU and DRID expert meetings; and Israel attended the 18th meeting of the Legal Correspondents of the ELDD.

Furthermore, on 9 March, the EMCDDA submitted to the EC a technical proposal for a new technical cooperation project for ENP partner countries entitled 'EU4 Monitoring Drugs'; it is to be financed by the ENI. The grant agreement between the EC and the EMCDDA was signed in December 2018 and the project started on 1 January 2019 (see Figure 18z).

FIGURE 18. **EU4 Monitoring Drugs project**

Overall objective
to contribute to improving national and regional responses of neighbourhood countries to the security and health threats posed by contemporary drugs markets and related issues

Specific objective
(a) to enhance the capacity of neighbourhood countries to rapidly identify, analyse and report effectively on ongoing, emerging and future threats; and (b) to enhance regional cooperation in the area of drug monitoring among neighbourhood countries and with EU Member States

Beneficiaries
Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Israel, Jordan, Lebanon, Libya, Moldova, Morocco, Palestine*, Tunisia and Ukraine

** This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.*

Duration
36 months (extendible if there are delays) from 1 January 2019

Budget
EUR 3 million

Other third countries

Since 2017, the EMCDDA has also had a working arrangement in place with Switzerland. Within this framework, Swiss representatives attended the GPS, EWS, PDU and TDI expert meetings, as well as the EMCDDA reference group meeting on drug supply reduction.

In September, an official delegation from the Russian Federation visited the EMCDDA. Cooperation is covered by the MoU signed between the EMCDDA and the Federal Drug Control Service in 2007 and is to continue with the Russian Ministry of Interior, which, in 2018, took over the tasks of the Federal Drug Control Service.

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.

The EMCDDA is a full member of the COPOLAD II Steering Committee and Permanent Council. In 2018, the agency participated in and contributed to the Permanent Council meeting organised back-to-back with the COPOLAD annual conference in June in Sofia. The EMCDDA also contributed to the working groups on the *Country Drug Reports*, the EWS, new threats and problematic drug use. The EMCDDA also provided its leading expertise to the preparation and production of the EWS guidelines for the COPOLAD project in Spanish. The Spanish and English versions are expected to be published by COPOLAD in 2019.

Finally, the EMCDDA attended the COPOLAD annual conference on precursors in November. The joint EMCDDA and COPOLAD report entitled '**Exploring new and emerging drug trends and developments in CELAC countries: joint report from the EMCDDA and COPOLAD workshop on trendspotter methodology**' was published in November.

3

CHAPTER 3
Management and leadership

Corporate area Governance

In 2018, the EMCDDA consolidated the organisational measures that were set out in 2017 with a view to ensuring the successful implementation of the EMCDDA Strategy 2025.

A priority for this area was to support the fourth external evaluation of the EMCDDA, which was carried out during the year by the EC.

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 instance, Mr Goosdeel strengthened relationships with the EP. The Director gave presentations at two meetings of the Committee for Civil Liberties, JHA (LIBE Committee). He was **invited for the first time to a meeting of the Committee for Environment, Public Health and Food Safety** (ENVI Committee). This provided the Director with an opportunity to inform MEPs on 19 February about ongoing drug-related challenges for the EU in the area of public health.

On 4 December, the Director of the EMCDDA participated in a high-level panel discussion entitled 'EU 2019-24: how can we support viral hepatitis elimination in line with the WHO Global Strategy and UN SDGs?' at the EP. The event was co-hosted by Dr Cristian-Silviu Buşoi, MEP and Chair of the Friends of the Liver Group in the EP and Associations Collaborating on Hepatitis to Immunize and Eliminate the Viruses in Europe (ACHIEVE).

He had meetings throughout the year with several MEPs who were members of the LIBE and ENVI Committees on issues concerning the work of the agency.

In April, the Director welcomed a delegation from the Council Secretariat at the EMCDDA. The delegation was composed of Mr Gilles Duval, Head of the Evaluations in Justice and Home Affairs (JHA) and Drugs Policy Unit within the Directorate-General of Justice and Home Affairs, and Ms Jurga Valanciute and Ms Mailys Ramonatxo, both policy administrators. The Director was invited on behalf of the Bulgarian Presidency to attend the session entitled 'Multidisciplinary approach in the area of Internal Security: The EU Policy Cycle for organised and serious international crime 2014-2017: policy debate' at the JHA Council meeting on 5 June in Luxembourg.

On 5 October, the Director participated in an event at the Ministerial Forum of JHA in Tirana (Albania). On this occasion, the draft working arrangement between the EMCDDA and the Republic of Albania was initialled by the EMCDDA Director, the Deputy Minister of Interior (Mira Rakacolli) and the Deputy Minister of Health and Social Affairs (Besfort Lamallari). Commissioner Avramopoulos witnessed the ceremony.

The Director was invited on behalf of the Austrian Presidency to participate, together with Directors from other JHA agencies, in the policy debate on the priorities for the next multi-annual financial framework, which was organised at the JHA Council meeting in Brussels on 6 December.

Throughout the year, the Director had regular meetings with the EC's services, including meetings with the Cabinet of Commissioner Avramopoulos and the Director-General of DG HOME, Paraskevi Michou, and with the Deputy Director-General, Olivier Onidi. The new Director for Security at DG Home, Laurent Muschel, paid a visit to the EMCDDA on 18-19 October. Several meetings were held with Ms Floriana Sipala, Head of the Organised Crime and Drugs Policy Unit at DG HOME.

The 2018 EDR was launched at a press conference in Brussels on 7 June by Dimitris Avramopoulos, the European Commissioner for Migration, Home Affairs and Citizenship, and the EMCDDA Director, Alexis Goosdeel.

The Heads of EASO, Europol, eu-LISA, the EMCDDA, Eurojust, EIGE, Frontex, FRA, CEPOL, and Eurofound signed a Joint Statement of commitment to working together to address trafficking in human beings, ensuring a coordinated, coherent and comprehensive response.

The Director participated in the TAIEX Forum for Prosecutors on Fighting Organised Crime on 3 October in Lisbon, at which he gave a presentation on the state of play of drug trafficking, smuggling, production and distribution in the EU and its neighbouring countries. Two experts from the JRC of the EC met with the Director on 12 November before a meeting to explore ways to cooperate on the EMCDDA 'Futures exercise' (see Cross-cutting area B).

With regard to building relationships with the other EU agencies, the Director paid a visit to ECDC in Stockholm on 23-24 January, together with the Head of the Public Health Unit.

On 13 June, Mr Goosdeel participated in an event in Brussels re-launching the EU Agencies' commitment to working together against trafficking in human beings. This event was organised by the EU Anti-Trafficking Coordinator and in attendance were the Bulgarian Minister of Interior, the Director-General of DG HOME and the Directors of the JHA Agencies. Mr Goosdeel visited his new counterpart at Europol, Ms Catherine De Bolle, in the first official meeting between the two heads of agencies on 17 July. The Director participated in the meeting of JHA Agencies in Vilnius on 23 November.

The Director signed a working arrangement between the EMCDDA and three EU Agencies, further to Regulation EU 2017/2101 on the EWS on NPS. The other signatories were the Executive Director of ECDC, who signed in Brussels on 4 December, the Executive Director of Europol, who signed in Brussels on 6 December, and the Executive Director of EMA, who signed in London on 7 December.

The Director participated in the Special Segment of the 61st session of the Commission on Narcotic Drugs in March. He also addressed the third inter-sessional meeting of the Commission on Narcotic Drugs on 25 September nominated by the EU and speaking for the Western European and Others Group (WEOG) at the UN. Mr Goosdeel placed special emphasis on the role of evidence in the development of European drug policy and on the sharing of best practice. Both events were organised by the UNODC in Vienna.

Mr Goosdeel participated in the first European 'Forum Addictions & Société' organised by the Brussels Federation of Institutions for Drug Addicts (FEDITO) on 16-17 October in Brussels. On the occasion of the official visit to Portugal of Their Majesties the King and Queen of the Belgians, the Director received a request from the Minister-President of Brussels-Capital, Mr Rudi Vervoort, to visit the EMCDDA on 24 October. On 15 November, the Director made a keynote speech in the opening plenary session at the NIGHTS2018 conference in Brussels, focusing on many topics related with nightlife.

The Director paid an official visit to Germany on 1 October at the invitation of the Federal Drug Commissioner Marlene Mortler. Discussions centred on the further development of cooperation between Germany and the EMCDDA and the agency's work priorities as outlined in Strategy 2025 and the Programming document 2018–20.

The Director also paid official visits to Estonia, France, Cyprus and Lithuania. He had a meeting 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), Mr Nicolas Prisse. On the same day, he had a meeting with the head of the French NFP, Mr Julien Morel d'Arleux and presented the recent EMCDDA publication *Medical use of cannabis and cannabinoids: questions and answers for policymaking* to national policymakers.

During a visit to Greece on 9 and 11-12 October, the Director gave lectures on 9 October at Athens University and on 11 October at the Aristotle University in Thessaloniki. He also visited KETHEA's Ithaki Community in Thessaloniki and participated in a workshop at the Aristotle University with practitioners from treatment centres. The Director made an opening address at the ninth conference of the EUSPR on 24 October in Lisbon.

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 met with the new Executive Secretary of the Pompidou Group of the Council of Europe, Mr Denis Huber, on 12 September and participated in the Ministerial Conference

of the Pompidou Group on 27-28 November in Stavanger, Norway.

The Director and the Scientific Director of the EMCDDA paid a visit to the United States (Washington, DC, and Denver) on 5-9 February. The purpose of this visit was to allow the senior members of the EMCDDA to be informed about the developments occurring in the United States related with the mandate of the EMCDDA. The visit in Washington included meetings with relevant US scientific partners, such as the Director of the National Institute of Drug Abuse (NIH/NIDA). In Denver, the EMCDDA representatives discussed recent developments around cannabis policies with Government officials from the State of Colorado and with researchers working in the field.

The Director participated on 29 November in an International Conference on 'Drugs and Addictions: An Obstacle to Integral Human Development' organised by the Dicastery for Promoting Integral Human Development at the Vatican City in Rome. Mr Goosdeel spoke during a round table on 'Production, trafficking and consumption of drugs: the situation in the various regions of the world'. His presentation focused on recent trends and developments and future challenges in the European drug situation and the EMCDDA's mission to contribute to a healthier and more secure Europe. The conference was a direct response to the Pope's call for resolve in the fight against drugs and an expression of the commitment of the Church to addressing the problem.

The external evaluation of the EMCDDA

The fourth external evaluation of the EMCDDA was carried out by the EC with support from an external consultant. The **final report** of the external contractor, which was presented by the EC at the Management Board meeting in December, contained some very positive results for the EMCDDA. According to the report, the agency is performing very well, delivers excellent outputs and has a high reputation at the European and international levels. Some recommendations for improvements were put forward by the consultants, in particular concerning a number of issues that could be implemented within the current legal framework, such as improvements to the dissemination of EMCDDA outputs, human resources management and activity-based management. Some of the other recommendations focused on different aspects, such as enhancing the EMCDDA's capacity to monitor drug supply-side issues, focusing international cooperation activities on adding value to EMCDDA core objectives and broadening the scope of the mandate to other types of addictions.

The **Commission report**, which presents the main conclusions of the evaluation, was prepared by the EC and adopted on 14 May 2019.

Strengthening the organisational structure and culture

Work carried out during 2017 on the EMCDDA organisational structure continued in 2018, when further adjustments and fine tuning were implemented with the support of an external consultant. This process aimed to ensure that:

- the mission statements and the key tasks of all units of the EMCDDA organisational structure were reviewed and aligned to the EMCDDA Strategy 2025;
- the EMCDDA key operating processes were identified;
- job roles were clearly defined and translated into staff job descriptions, with the aim of producing dynamic, proactive and service-oriented profiles.

Ultimately, this will help to achieve better consistency in the definition of roles, tasks and responsibilities over the whole organisation; to increase employees' job satisfaction and engagement overall; and to transform the EMCDDA into a more dynamic, highly performing and service-oriented organisation, in line with the values and long-term goals of the EMCDDA Strategy 2025.

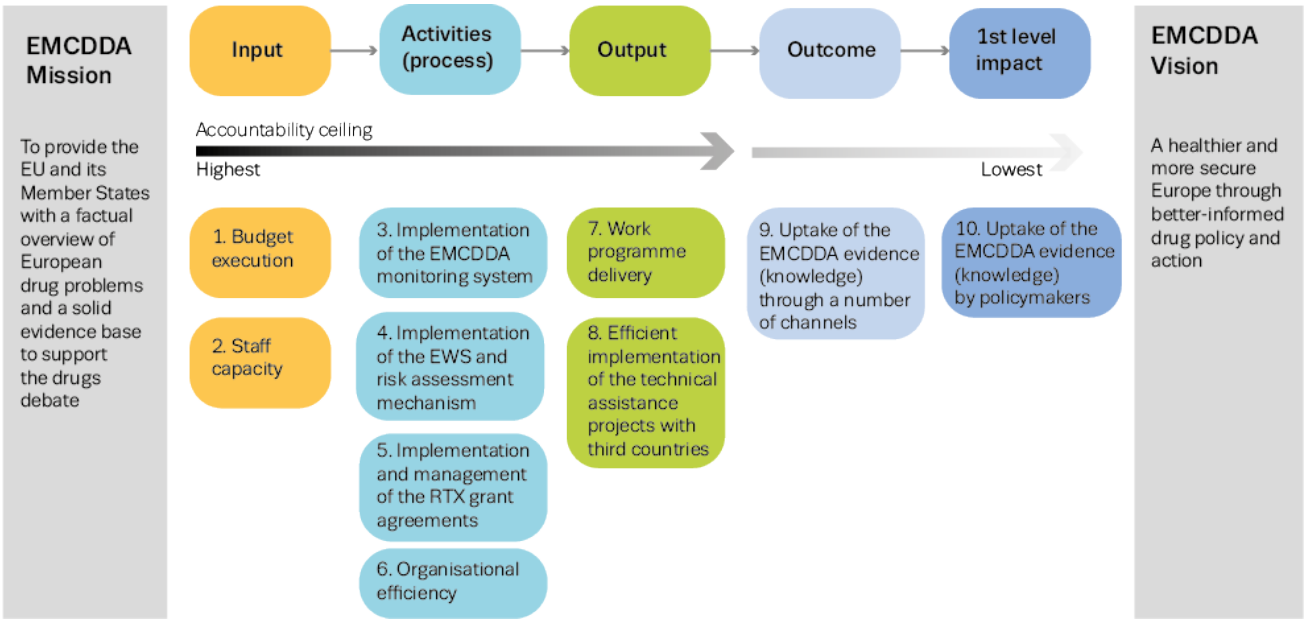
Strategic planning, performance monitoring and reporting

The year 2018 saw the adoption by the EMCDDA Management Board of the **PD 2019-21**, the EMCDDA's first PD fully aligned with the EMCDDA Strategy 2025, and thus this was a cornerstone in the strategic planning work of the agency. On the same day, the Management Board also adopted the Preliminary Draft PD 2020-22, which, in line with the EMCDDA's Financial Regulation, was subsequently submitted to the EC for formal consultation on 31 January 2019.

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

To increase its efficiency, the agency is pursuing the development and adoption of a unified corporate project management methodology for its applicable activities. To that end, the methodology chosen was PM^2 (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 project (PM^2@EMCDDA) was launched in 2018 and implemented throughout the year, with support from an external consultant (DG Informatics). Under the umbrella of the broader EMCDDA Project Management Programme

FIGURE 19. **The new EMCDDA performance model**



initiative, PM²@EMCDDA will be integrated with Matrix@EMCDDA, the related management information system project (see the section in Chapter 4 entitled 'Information and communication technology'). In 2018, 51 staff members were trained in the PM² methodology (i.e. 50 % of all staff), out of which nine were PM² certified.

Another key development was the review of the EMCDDA's performance model, which is presented in detail in the PD 2019-21. The process benefited from an exchange of experience with Eurofound, an EU agency similar to the EMCDDA in terms of its mandate and the size of its operations.

The new model (see Figure 19), which follows the 'theory of change' approach, identifies a limited number (10) of key performance indicators (KPIs) that will be used to measure the effectiveness in delivering the desired outputs and the efficiency in using the resources allocated to that end. They are complemented by higher level KPIs, at the outcome and impact levels. To measure the 10 composite KPIs, smaller and more specific performance indicators and additional performance data (metrics) are being put in place.

To pursue performance measurement, an internal management plan was put in place to support the detailed planning of activities that were defined in the 2018 work programme. This internal planning instrument 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 2018 *General Report of Activities*.

In terms of corporate reporting, the main output was the ***General Report of Activities* for 2017**, adopted by the Management Board through written procedure and published on 15 June 2018. This comprehensive report was forwarded to the EP, the Council of the EU, the European Court of Auditors and the Internal Audit Service of the EC, in line with the provisions of the EMCDDA Founding Regulation.

Data protection activities

In 2018, the new General Data Protection Regulation (EU) 2016/679 entered into force. Subsequently, information was provided and online training materials were disseminated to the staff by the EMCDDA data protection officer. Follow-up actions have been initiated and emails have been sent to data controllers to ensure smooth compliance with the new rules.

4

CHAPTER 4
Supporting the achievement of results

The overall objective in this area in 2018 was to ensure that the implementation of the activities planned across the different areas of the annual work programme were supported by effective management of the available resources and by efficient ICT services.

Financial and budget management and accounting

The priorities in the field of financial resources management were effective and timely planning, monitoring and execution of the EMCDDA budget, and optimising all of the related processes.

These were complemented by the efficient use of material resources.

In this context, the EMCDDA once again achieved an outstanding performance in terms of budget execution, with 99.98 % of commitment appropriations executed (see Table 4). 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.

Human resources

The sound management of existing processes, as required by the applicable staff regulations and their implementing rules, remained key in 2018.

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 the section in Chapter 3 entitled '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 (see Table 5).

An important activity in 2018 was the undertaking of the EMCDDA staff engagement survey. The study was opened to all staff of the agency, who were asked to give their opinion on several aspects of the functioning of the EMCDDA, including organisation, cooperation and communication, management and leadership, and working conditions. The results were presented by the Director at a general staff assembly in December 2018. This will be followed by the definition of a set of measures aiming to further increase the satisfaction, motivation and engagement of the EMCDDA staff.

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

TABLE 4. **Budget execution**

Commitment appropriations	99.98 %
Payment appropriations	98.02 %
Consumption of 2018 (C8) credits	94.20 %

TABLE 5. **Training provided**

Total number of training days	521
Training days per staff member (average)	5
Budget spent on training (EUR)	85 413

Infrastructure and logistics

In the area of logistics and infrastructure management, ensuring a healthy and safe working environment remained the key priority in 2018. Further measures to reduce the costs of utilities were implemented during the year, which led to achieving an overall reduction of 3 %. In 2018, a reduction of 3.84 % in utility costs was achieved compared to 2017.

The 'carbon footprint' of the agency was calculated in the yearly environmental report and, as regards utilities (water, gas, electricity), CO_2 production had decreased by 36.8 % ([8]).

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

The information included in the risk registry was adapted following the annual risk assessment exercise that was delivered in 2018.

The internal environmental policy of the EMCDDA was further implemented and an environmental report was delivered in 2018. The agency also continued to contribute to the inter-agency Greening Network.

(8) The 2018 environmental report was based on data collected in 2017.

Information and communication technology

The EMCDDA's 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 that supports existing basic and advanced services.

Concerning providing support to core business areas, in 2018, the priority was to maintain and develop the EMCDDA's established online data collection platforms, namely Fonte, EDND and the Drugs Data Warehouse. The development of the EDND continued as a major line of work in order to ensure the inclusion of advanced technical functionalities. The new database will allow electronic and secure submission of data from the EWS national correspondents, being adapted to the new applicable legal framework.

Support was also provided to corporate areas, particularly planning and performance monitoring activities, namely for the development of the corporate management information system, which is now part of the EMCDDA's new Project Management Programme initiative (see the section in Chapter 3 entitled 'Corporate area Governance'), as well as human resources and financial management processes. The optimal allocation and prioritisation of 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 2018.

The Management Board appreciates the performance of the Centre in implementing its work programme and welcomes, in particular, the final report of the EMCDDA's external evaluation presented by the EC at the Management Board meeting in December 2018, which contained some very positive results for the EMCDDA.

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 EDR package. The agency published in total 45 outputs, including a report entitled *Medical use of cannabis and cannabinoids: questions and answers for policymaking*, which was published as a response to growing interest in the development of policies and practice in this area. In addition, 30 *Country Drug Reports* were released together with the EDR package.

- In terms of support to policy, the EMCDDA continued to support drug policy dialogue at the EU and national levels and was very active in providing support to the EC and the External Action Service on activities with third countries. The agency attended close to 60 key EU and international drug policy and institutional events. The EMCDDA successfully chaired the EU-ANSA network in 2018.

- 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 Director paid high-level institutional visits to five Member States.

- In 2018, the EMCDDA continued to play a leading role in ensuring the continuous and robust implementation of the EU EWS on NPS. Until 23 November, this was carried out under the terms of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of NPS, after which the new legal framework on NPS started being applied. Three new working arrangements were concluded, with Europol, ECDC and EMA, with a view to implementing the new NPS legislation. Two more similar working arrangements were prepared with ECHA and EFSA, which were signed in February 2019.

- In the area of monitoring new trends in the drug situation, the EMCDDA made further progress on developing novel data sources, including web surveys on drugs, wastewater-based epidemiology and hospital emergencies data.

- In terms of cooperation with third countries, the agency successfully carried on implementing the IPA 6 project, which was launched in 2017. The EMCDDA signed a grant agreement with the EC for a new technical cooperation project for ENP partner countries, entitled 'EU4 Monitoring Drugs'. It will be financed by the ENI, beginning on 1 January 2019.

- The Management Board welcomed the consolidation of the organisational measures that were initiated in the previous year, with a view to ensuring the successful implementation of the EMCDDA Strategy 2025. It adopted the PD for the period 2019-21, the first EMCDDA PD to be fully aligned with the EMCDDA Strategy 2025.

- The agency further improved its operational efficiency with a high level of implementation of the 2018 work programme and it achieved an outstanding performance in terms of budget execution, with 99.98 % of commitment appropriations executed.

In conclusion, the Management Board welcomes the 2018 *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 28-29 June and the second took place on 13-14 December.

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 2017 based on the *General Report of Activities*. The Management Board gave a favourable opinion on the EMCDDA's final annual accounts for 2017 and congratulated the Director and his staff on the excellent level of budgetary execution.

The Management Board agreed on the publication of a call for expression of interest in membership of the Scientific Committee for the mandate 2020-22 and to use the results of this call to appoint the new members of the Scientific Committee and to establish a new reserve list. Mr Stelios Sergides (Cyprus) was elected as Budget Committee member by the Management Board for a mandate from 1 July 2018 to 30 June 2021.

The Management Board mandated the Director to negotiate a working arrangement between the EMCDDA and the Republic of Albania, with both the Ministry of Interior and the Ministry of Health and Social Protection of Albania.

The meeting included an exchange of views about the challenges and perspectives for the implementation of best practice in demand-reduction interventions in Europe. After a presentation by the EMCDDA, the Chair invited several Member States to present examples of innovative experience at the national level.

The EC updated the Management Board members on the external evaluation of the EMCDDA. The Director shared with the Management Board members two key documents that had been sent to the external evaluators, namely the EMCDDA 'Theory of change' and the 'Intervention logic'.

The Director updated the Management Board on the state of implementation of the recommendations issued by the Internal Audit Service (IAS) of the EC from 2015 onwards.

The Director informed the Management Board about the 'EU4 Monitoring Drugs' project, which will cover Eastern and Southern neighbours and their neighbouring countries and will allow the EMCDDA to identify, analyse and report effectively on ongoing, emerging and future trends in the drug market and their implications for security and health. The project started at the beginning of 2019. The total estimated EU financing for this project should amount to about EUR 3 million for the whole period and the first part of the revenue will be entered into the EMCDDA draft budget for 2019 (about EUR 1 million).

The draft working arrangements with five EU agencies (Europol, EMA, EFSA, ECDC and ECHA) to implement Regulation EU 2017/2101 of the European Parliament and of the Council of 15 November 2017 about the EWS on NPS were adopted by written procedure by the Management Board on 9 November.

On the basis of the recommendation of the Budget Committee and the Executive Committee, the Management Board adopted amending budget No 1 to the 2018 EMCDDA budget on 29 November.

At its 58th meeting, on 13-14 December, the Management Board conducted an initial discussion on the external evaluation of the EMCDDA, which was run by the EC (DG HOME) in 2018 with the support of an external contractor. The evaluation aimed both to assess the relevance, effectiveness, efficiency, coherence and added value of the agency's performance since 2013 and to propose concrete and useful recommendations that 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 and the Vice-Chair represented the Management Board in the ad hoc group for the external evaluation. The EC presented the key findings and recommendations of the external evaluation of the EMCDDA, which were circulated two weeks ahead of the meeting, and outlined the next steps. The Management Board members

exchanged views on the future of the agency, based on the recommendations of the final report.

The EC provided an update on the negotiations for the Multi-annual Financial Framework for 2021-27. 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 2019-21, including the 2019 work programme, on which the EC and the EMCDDA Scientific Committee had given favourable opinions. The Board also adopted the EMCDDA's preliminary draft PD for 2020-22, which includes the preliminary draft work programme for 2020.

As usual, at the December meeting, the Management Board adopted the EMCDDA's 2019 budget. The budget for 2019 attributes EUR 15 286 600 as the main revenue to be provided by the EU 2019 subsidy to the EMCDDA, EUR 407 997.32 for the contribution by Norway and EUR 273 703.63 for the contribution by Turkey for its participation in the work of the EMCDDA. The Management Board also adopted the preliminary draft budget for 2020.

The Management Board elected Ms Laura d'Arrigo (France) and Mr Franz Pietsch (Austria) for a second mandate as Chair and Vice-Chair of the Management Board, respectively, from 1 January 2019 to 31 December 2021. Mr Lars Petersen (Denmark) was elected as a member of the Executive Committee from 1 January 2019 to 31 December 2021. The Management Board also elected Mr Claude Gillard (Belgium) as a Budget Committee member for a mandate from 1 January 2019 to 31 December 2021. The Management Board also unanimously elected Mr Claude Gillard as Chair of the Budget Committee for the same period.

The Management Board agreed with the working arrangement between the EMCDDA and the Ministry of Interior and Ministry of Health and Social Protection of the Republic of Albania, and mandated the Director to sign the working arrangement on a date and place to be jointly decided.

The Management Board mandated the Director to negotiate a working arrangement with the Ministry of Health of Ukraine.

As proposed by the Executive Committee, the Management Board designated as the reporting officers of the EMCDDA Director the newly elected Vice-Chairperson of the EMCDDA Management Board and Mr Olivier Onidi, the representative of the EC in the Board. The Management Board further designated as the appeal assessor the newly elected Chairperson of the EMCDDA Management Board.

The Management Board adopted the proposed revision of its Rules of Procedure to align them with the new Regulation EU 2017/2101 of the European Parliament and of the Council of 15 November 2017 about the EWS on NPS. The Board confirmed, and extended until 31 December 2019, the validity of the last panel of experts for the 'extended' EMCDDA Scientific Committee that was set up in accordance with Article 6.2 of Council Decision 2005/387/JHA. The Management Board endorsed the draft call for expression of interest for the implementation of the procedure established for the 'extended' Scientific Committee, as well as the call for expression of interest in membership of the EMCDDA Scientific Committee for the mandate 2020-22.

After the presentation of the EMCDDA report on the medical use of cannabis and cannabinoids and other recent cannabis-related outputs, the Management Board discussed the latest developments in cannabis policies for a better-informed debate. The Chair invited some delegations to briefly share recent experiences.

The Director updated the Management Board on the implementation of the EMCDDA Strategy 2025 and on the state of play concerning the outstanding recommendations of the IAS of the EC.

Portugal provided information about the third European Addiction Conference, which will take place in Lisbon on 23-25 October 2019, organised by the Portuguese SICAD (Serviço de Intervenção em Comportamentos Aditivos e Dependências — General Directorate for Intervention on Addictive Behaviours and Dependencies), the journal Addiction (of the Society for the Study of Addiction), the EMCDDA and the International Society of Addiction Journal Editors (ISAJE).

Executive Committee — main decisions

In 2018, the Executive Committee met four times in Lisbon (18 May, 28 June, 26 October and 12 December).

On 18 May, the Executive Committee adopted, on behalf of the Management Board, general provisions for giving effect to the Staff Regulations on learning and development. At its meetings of 18 May and 28 June, the Executive Committee reviewed the items of the draft agenda of the Management Board meeting of 28-29 June 2018 and proposed some modifications to draft documents.

At its meeting of 28 June, the Executive Committee adopted, on behalf of the Management Board, general provisions for giving effect to the Staff Regulations on the temporary

occupation of management posts and on the guide to missions and authorised travel.

On 26 October, the Executive Committee prepared for the Management Board meeting of 13-14 December 2018. 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 1 to the 2018 EMCDDA budget by the Management Board. The Executive Committee adopted, on behalf of the Management Board, general provisions for giving effect to the Staff Regulations on middle management and the function of advisers.

On 12 December, the Executive Committee passed in review the items of the draft agenda of the Management Board meeting of 13-14 December 2018. The Executive Committee also adopted, on behalf of the Management Board, general provisions for giving effect to the Staff Regulations on outside activities and assignments and on occupational activities after leaving the service.

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 on 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* 2018.

In terms of procurement execution, the procurement plan was put in place, in line with the EMCDDA 2018 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 6.

Summary of budgetary operations, revenue and expenditure

The information about the appropriations transferred in 2018 can be found in the report on budgetary and financial management, as included in the EMCDDA's *Annual accounts* 2018. The EMCDDA Management Board approved one amending budget in 2018, which was duly published.

The main financial/performance indicators for 2018 are 99.98 % execution of commitment appropriations, 98.02 % implementation of payment appropriations, 94.20 % execution of appropriations carried forward from 2017 and 0.16 % for cancelled/non-used payment appropriations.

TABLE 6. **EMCDDA tenders in 2018**

Tendering	2018 figures	Number of direct contracts	Number of framework contracts
Negotiated procedures — disp. Article 134 — Rules of implementation of the Financial Regulation (exceptional procedures)	1	1	0
Negotiated procedure — single tender*	103	103	0
Negotiated procedure — at least three candidates	11	9	2
Negotiated procedure — at least five candidates	2	2	0
Open procedures	2	1	1
EC frameworks joined	0	0	0

* Including appointment letters and very low-value contracts.

TABLE 7. **EMCDDA negotiated procedures in 2018**

	Works		Supplies		Services		Total for 2018			
	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	%	Volume of contracts (EUR)	%
EUR > 1 000 and ≤ 15 000	7	20 088.22	18	58 130.61	78	464 582.72	103	88.03	542 801.55	49.54
EUR > 15 000 and ≤ 60 000	0	0.00	2	70 000.00	10	238 939.00	12	10.26	308 939.00	28.19
EUR > 60 000 and ≤ 144 000	0	0.00	0	0.00	2	244 000.00	2	1.71	244 000.00	22.27
Total	**7**	**20 088.22**	**20**	**128 130.61**	**90**	**947 521.72**	**117**	**100**	**1 095 740.55**	**100**

Human resources management

Human resources developments

The work to align the EMCDDA's human resources processes and policies with the reform of the EU Staff Regulations continued in 2018. This included, in particular, the adoption of implementing rules on the learning and development strategy package (Decision C(2016)3828), the temporary occupation of management posts (DEC/MB/2018/03), middle management staff (DEC/MB/2018/09) and the function of advisers (DEC/MB/2018/10).

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

As regards the EMCDDA 2018 establishment plan, there was one authorised post less than in the EMCDDA establishment plan for 2017 (i.e. 77 and 76 posts, respectively), pursuant to the relevant decision of the EU budget authority.

Brief description of the results of the screening/ benchmarking exercise

The results of the EMCDDA 2018 staff screening exercise reflect the EMCDDA's efforts to ensure the effective and efficient allocation and use of its resources. The results show that 72.95 % of the EMCDDA's human resources capacity was devoted to operational activities in 2018 and only 17.53 % was allocated to administrative support and coordination; the remaining 9.52 % 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 the 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 (see also Tables 8 and 9 below):

- 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: budget officer 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 the 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.

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

TABLE 9. **Key actors involved in the implementation of the EMCDDA's partially decentralised management model**

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, and 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

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 EP (once a year);
- internal audits by the IAS of the EC (once a year);
- opinions of the EC's services on the agency's PD (once a year);
- external periodical evaluations (set as every six years in the EMCDDA Founding Regulation);
- agreements by the EC on implementing rules for Staff Regulations (one agreement for each rule);
- consent by the EC on the possible deviation of the EMCDDA Financial Regulation from the EC's Framework Financial Regulation for decentralised agencies;
- the European Data Protection Supervisor for compliance with Regulation 45/2001 (by prior notification and upon complaint);
- the European Anti-Fraud Office (upon complaint);
- the Ombudsman (upon complaint);
- the European Court of Justice (upon complaint).

Ex ante controls of financial transactions were applied exhaustively throughout 2018 to verify their compliance with the EMCDDA Financial Regulation and the corresponding implementing rules. These controls were carried out swiftly 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.

Assessment of audit results during 2018 and the follow-up of audit plans, audits and recommendations

In 2018, following up on observations and recommendations expressed by the European Court of Auditors (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

The last recommendation emerging from the 2013 IAS audit on 'Budget and Monitoring' reached full implementation in 2018; that recommendation concerned the need for continuous, coherent and reliable information on the achievement of planned results at the EMCDDA, with a view to rendering the activity-based budgeting (ABB) system fully effective as a management tool. All of the necessary actions have been taken as they were planned and have been accomplished in 2018. This recommendation was therefore sent to the IAS for review.

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

- Three out of the five recommendations still outstanding at the end of 2017 (one relating to the setting up of an enterprise architecture management framework and two others relating to the definition, adoption and automation of an IT project management methodology) reached their final phases of implementation. They were consequently sent to the IAS for review in December 2018.
- At the end of 2018, only two recommendations — relating to the definition and adoption of a requirements management process and to the definition and adoption of a systems development methodology — were still outstanding. Progress in implementing these recommendations has been achieved throughout 2018 and it is expected that they will be implemented by mid-2019.

Concerning the 2017 IAS audit on 'Management of Data Collection, Validation and Quality Assurance in the EMCDDA', substantial progress has been made throughout 2018 regarding the implementation of the two recommendations issued by the internal auditors.

These concern (1) the performance of a comprehensive business needs analysis aimed at identifying current and emerging needs and related IT functionalities to support data collection, validation and quality assurance processes and (2) the review and improvement of the EMCDDA data quality management framework. It is expected that these two recommendations will be implemented by mid-2019, as provided for in the relevant action plan.

In 2018, the IAS carried out an audit on 'Publications Management in the EMCDDA', as set out in its 2016-18 *Strategic Internal Audit Plan*. An advance version of the draft audit report was issued by the IAS in December 2018. This report contains three recommendations, all rated by the internal auditor as 'Important'. These three recommendations are summarised below:

Recommendation No 1: The EMCDDA should develop and adopt a framework for a systematic collection and assessment of stakeholders' feedback concerning its publications. The framework should define: (1) the methods and tools to be applied; (2) the decision-making process when assessing feedback and how lessons learnt are to be incorporated into the EMCDDA publications; and (3) the audit-trail of the underlying controls.

Recommendation No 2: Establishment of comprehensive rules on assessment of product feasibility and of decision-making arrangements for publications not detailed in the annual work programme.

Recommendation No 3: The EMCDDA should: (1) where necessary, adapt the main workflows, managed by both the Scientific and the Communication units, to the specific needs of different types of publications; and (2) incorporate those workflows into the *Guide to producing EMCDDA scientific publications* (and formally adopt such Guide).

In view of the short time available at the end of 2018, it was not possible to provide the IAS with a reply to this advance draft audit report. This answer was provided in January 2019. The action plan aimed at dealing with these IAS recommendations will be issued only after the final audit report is issued.

In late October, the IAS conducted a fact-finding mission on the potential internal control weaknesses in the agency, an initiative triggered by some issues related to human resources management that were reported to the IAS by the European Anti-Fraud Office (OLAF). The results of that mission, first delivered at the end of 2018, did not lead to any findings that would even remotely relate to fraud. A number of issues and recommendations have, nevertheless, been raised by the IAS; a summary of these is provided below:

- With a view to promoting transparency and enhancing controls in recruitment procedures, the EMCDDA should consider revising its current guidelines, in order to provide further clarification on the meaning of potential conflicts of interest.
- Internal controls in the area of staff selection/recruitment, aimed at ensuring full alignment with applicable rules, should be reinforced. Moreover, the IT application used in calculating the eligibility of minimum work experience requirements should be updated.
- With a view to mitigating risks of non-compliance with the regulations in force, the EMCDDA should request technical advice from the EC on how to revise the method for the calculation and allocation of 'priority points' in the framework of promotion/reclassification procedures.

Early in 2019, the EMCDDA declared its willingness to endorse these IAS recommendations.

European Court of Auditors

In 2018, the EMCDDA followed up on the recommendations expressed by the European Court of Auditors. This is outlined below.

The EMCDDA Director has become the direct hierarchical superior and reporting manager of the EMCDDA Accounting Officer and Deputy Accounting Officer, in particular in order to be able to carry out the annual appraisal of the latter. This measure has been taken by taking into account the size and the organisational structure of the EMCDDA and by considering the fact that the independence of the EMCDDA accounting officers has been consistently ensured in the past, in accordance with the relevant rules, in particular via the appointment of these officers by the EMCDDA Management Board, via the functional reporting and accountability of these officers to the latter and via the diligent application of the rules on the segregation of the duties of the different EMCDDA financial actors.

At the end of 2018, the EMCDDA concluded its announced assessment of the estimated costs and benefits of the publication of external selection/vacancy notices via the European Personnel Selection Office (EPSO) website (on top of the publication operated via the dissemination to the members of its governing bodies, the Reitox NFPs and the Inter- Agency Job-Advertisement Portal, the online shared platform developed by the network of EU agencies). By considering that this publication required (at that point in time) the translation of the vacancy notice into all EU official languages, this assessment indicated that this publication

would entail significant additional cost and would substantially increase the duration of the recruitment procedures, despite of the further standardisation and streamlining of the template to be used for future EMCDDA vacancy notices (in order to reduce as much as possible translation costs).

On 21 January 2019, EPSO informed the EU agencies about its decision to change and simplify the procedure and the conditions required for the publication of vacancy notices on the EPSO website (in particular this publication will simply require the translation into all EU official languages of just the relevant job title). As a result the EMCDDA will publish all selection/vacancy notices also via the EPSO website, without prejudice to the necessary publication of these notices on its website.

In accordance with the relevant EU legal framework governing 'e-procurement' procedures, and the timetable established in this context for the rollout of e-procurement in the EU, the EMCDDA has duly completed the operations required to be able to use 'e-tendering' and 'e-submission' from October 2018. This completed the measures that have been taken since August 2015 to set up, in cooperation with the relevant EC services, the technical configuration/ICT tool required for 'e-invoicing'.

Follow-up on observations from the discharge authority

Measures taken in light of the observations and comments that accompanied the decision on discharge for 2016

Observation No 1 of EP discharge decision

Notes that, according to the Court's report, in 2012 the Centre signed a framework contract with a maximum amount for signing specific contracts of EUR 250 000, which was specified in the contract notice; notes with concern that the Centre did not respect this ceiling; notes moreover that by the end of 2015 the total payments made under this contract amounted to EUR 382 181, i.e. exceeded it by 50%; points out that the payments made above the ceiling indicate that the Centre's procedure for monitoring framework contracts should be improved; calls on the Centre to report to the discharge authority on the status of the corrective action which is currently marked as 'ongoing' and on the future improvements in the monitoring of framework contracts.

Measures taken by the EMCDDA

In line with the relevant financial rules, the above-mentioned amount was indeed given as an estimate in the contract notice published for the purpose of the procurement at stake. The framework contract that was concluded pursuant to this process neither mentioned this amount nor referred to any maximum threshold.

That being said, the EMCDDA has terminated the execution of this contract and set up a new procurement process for the services concerned. Furthermore, it has put in place a specific process to improve the central planning and monitoring of its procurements (an annual procurement plan), with special attention given to framework contracts.

Observation No 2 of EP discharge decision

Notes that, according to the Court's report, for two framework contracts, with maximum values of EUR 135 000 and EUR 650 000, one of the Centre's employees acted as authorising officer by delegation when appointing the evaluation committee, taking the award decisions and signing the contracts; notes, however, that the delegation granted by the authorising officer was limited to EUR 130 000 and did not explicitly refer to framework contracts; notes that, according to the Centre's reply, the maximum values of the two framework contracts indicated the total cumulative amount of the specific contracts likely to be concluded for their execution; notes with satisfaction that the Centre will adjust its decision on the delegation of the authorising officer's powers in order to set out more explicitly the acts covered by this delegation.

Measures taken by the EMCDDA

Since 2017, the EMCDDA has duly implemented the announced follow-up measures as required to further clarify the terms and scope of the delegation of the powers of the EMCDDA authorising officer, in particular by ensuring a more explicit indication of the acts covered by this delegation, with special attention given to the operations concerning procurements and framework contracts.

Observation No 6 of EP discharge decision

Notes that the Centre put in place a new procurement plan which was successfully executed in close collaboration with all units; calls on the Centre to report to the discharge authority on the implementation of this plan.

Measures taken by the EMCDDA

Since 2016, the EMCDDA has put in place and implemented a specific procedure (an annual procurement plan and specific periodical progress reporting) to enhance the central planning and monitoring of its procurements, with special attention given to framework contracts within the limit of their established maximum threshold.

Observation No 11 of EP discharge decision

Appreciates that the Centre already adopted a policy on protecting dignity of the person and preventing harassment; invites the Centre to organise training sessions in order to increase the awareness of staff.

Measures taken by the EMCDDA

Specific information and training have been provided at the moment of the adoption of the policy referred to for EMCDDA staff and for confidential counsellors appointed for the implementation of this policy. Furthermore, EMCDDA staff are going to participate in the initiatives/actions organised by EIGE to improve the prevention and handling of harassment within EU Agencies (in particular, in 2018, workshops were run on sexual harassment for confidential counsellors, human resource officers, and middle and top management).

Observation No 13 of EP discharge decision

Notes that the declaration of interest of the director of the Centre is published on the Centre's website; calls on the Centre to make more declarations of interest public on its website.

Measures taken by the EMCDDA

The EMCDDA has published on its website the declarations of interest of the members of its Management Board and Scientific Committee.

Observation No 15 of EP discharge decision

Expresses the need to establish an independent disclosure, advice and referral body with sufficient budgetary resources, in order to help whistle-blowers use the right channels to disclose their information on possible irregularities affecting the financial interests of the Union, while protecting their confidentiality and offering needed support and advice.

Measures taken by the EMCDDA

The EMCDDA internal procedures and guidelines on whistleblowing provide for specific protection for whistle-blowers, in particular limiting the burden of proof, protecting the confidentiality of their identity, ensuring mobility to safeguard them against hostile reactions, ensuring that they do not suffer adverse consequences in the appraisal and promotion/reclassification process, and applying disciplinary measures for any form of retaliation against whistle-blowers. Furthermore, these procedures/guidelines provide for confidential and impartial guidance, advice and support to potential whistle-blowers via the EMCDDA human resources management service (concerning, for instance, the reporting channel that may be best used, the alternative procedures available if the information concerned does not qualify for whistleblowing, and the protective measures that may apply). Finally, the web-based Fraud Notification System of OLAF gives potential whistle-blowers the opportunity to enter into a dialogue with OLAF investigators, allowing verification of whether or not the information in their possession falls within the remit of OLAF.

Observation No 17 of EP discharge decision

Notes with concern that, according to the Court's report, in its audit report of January 2016, the Commission's Internal Audit Service (IAS) highlighted a strong need to improve the Centre's management of IT projects; notes with concern further that the IAS concluded in particular that there is no overarching long-term strategic vision for the IT systems supporting the Centre's core operational processes, that its IT project management methodology was only partially adapted to its needs and that the process to manage system requirements is inadequate; notes that the Centre and the IAS agreed on a plan to take corrective action; calls on the Centre to report to the discharge authority on the progress made.

Measures taken by the EMCDDA

The following actions have been implemented, taking into account the size of the EMCDDA and the resources that it can mobilise:

- In January 2018, the design and adoption of the 2025 ICT multi-annual strategy has been accomplished and the recommendations were promptly closed by the IAS.
- In early 2018, the first version of the EMCDDA Enterprise Architecture Management Framework was issued. Following the planned next steps, the final adoption of this Framework was expected in December 2018.

- During the past two years, the EMCDDA had in place a project management approach based on the PRINCE PM methodology. The EMCDDA has opted to move to PM² methodology (applied in the EC), since the latter is deemed as a better fit to its core business needs. The aim is to fully implement this methodology by the end of 2018.

- Significant progress is expected to be seen in the implementation of the final two IAS recommendations, namely concerning the definition of adequate requirements in the management process and system development methodology, by the end of 2018.

Observation No 18 of EP discharge decision

Notes that along the lines set up in its 2016-18 Strategic Internal Audit Plan, the IAS carried out, in September 2016, a 'Limited Review on Business Continuity in the EMCDDA'; notes that a related draft report yielded three recommendations rated by the internal auditor as 'important', covering issues on business impact analysis, training and awareness-raising actions, and the list of critical records; notes that an action plan aimed at dealing with the three recommendations will be elaborated following receipt of the final report on business continuity in the Centre; calls on the Centre to report to the discharge authority on the implementation of this action plan.

Measures taken by the EMCDDA

The follow-up measures required by the above-mentioned recommendations were duly and timely implemented in 2017, as planned.

Observation No 19 of EP discharge decision

Encourages the commitment of the Centre to provide improved access to its data to interested third parties, given that one of its main objectives is the dissemination of data and information on the state of the drugs problem, including data on relevant new trends; expects such a commitment to result in effective corresponding actions being taken.

Measures taken by the EMCDDA

The EMCDDA website is the favoured vehicle for dissemination, with more than 1 million visitors in 2017. In this context, for the first time, 30 *Country Drug Reports* complemented the 2017 *European Drug Report*, by providing an overview of national drug situations (in the EU-28, Turkey and Norway).

The EMCDDA's BPP was revamped for the launch of the *Health and social responses to drug problems: a European guide* and to make it more practice-oriented through the addition of new elements (the online registry of evidence-based prevention programmes — Xchange; the evidence database, including systematic reviews and regular updates; the Healthy Nightlife Toolbox; and the policy and practice briefings).

The EMCDDA's online presence was also developed through social media activities and the EMCDDA gained around 2 000 new followers on each of its two main channels, namely Twitter and Facebook. In 2017, the EMCDDA established an additional social media account on Instagram. Videos published by the EMCDDA on YouTube received around 190 000 views during 2017 (twice as many as in 2016). Furthermore, 49 digital campaigns were launched, resulting in over 83 000 individual emails being sent to subscribers.

In 2017, the EMCDDA produced 40 news outputs on its website (i.e. 18 news releases, 12 fact sheets and 10 web news items). Social media messages were proposed for all packages. Promotional initiatives were organised for the launch of the European Drug Report 2017 (a brochure, adverts and specialised newsletter slots) and the *Health and social responses to drug problems: a European guide*, including media relations events. Four editions of the EMCDDA newsletter were produced (including two special issues focusing on the EDR and the *Health and social responses to drug problems: a European guide*). Promotional activities were carried out via specialised drug news services. Key websites were targeted by sending them alerts to the EMCDDA's products (i.e. the EU bookshop and the EU health portal). Displays were mounted at key conferences. A communication plan was drawn up for the EMCDDA's chairmanship of the network of the EU agencies in the area of JHA. Finally, a promotional brochure and web page that were dedicated to this initiative were published and a range of promotional initiatives were organised (an EP magazine advert and web banners).

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CHAPTER 3
External evaluation

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

The fourth external evaluation of the EMCDDA was carried out by the EC in 2018 with support from an external consultant. The final report of the external contractor, which was presented by the EC at the Management Board meeting in December, contained some very positive results for the EMCDDA. According to the report, the agency is performing very well, delivers excellent outputs and has a high reputation at the European and international levels.

Some recommendations for improvements were put forward by the consultants, in particular concerning a number of issues that could be implemented within the current legal framework, such as improvements to the dissemination of EMCDDA outputs, human resources management and activity-based management.

Some of the other recommendations focused on different aspects, such as enhancing the EMCDDA's capacity to monitor drug supply-side issues, focusing international cooperation activities on adding value to EMCDDA core objectives and broadening the scope of the mandate to other types of addictions.

The **Commission report**, which presents the main conclusions of the evaluation, was prepared by the EC and adopted on 14 May 2019.

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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 2018. The central risk register was regularly updated. This register identifies, for each area, the estimated risk level, impact and response, the mitigating measures currently in place and the list of programmes, projects and actions that will contribute to the reduction of the outstanding residual risk levels. As mentioned in the section in Chapter 2 entitled 'Assessment of audit results', risk assessment was an exercise that was carried out continuously at the EMCDDA throughout the year, while a comprehensive analysis was performed by the managers in the context of the preparation of the PDs.

A comprehensive document that reviews and sets out the progress made in the implementation of the EMCDDA's internal control standards was drawn up in early 2013. This document has been regularly updated since then, up to (and including) 2018.

Following a Management Board decision taken in December 2017, a new Internal Control Framework (ICF) applicable to the EMCDDA was adopted. This new ICF is fully consistent with the EC standards, internal control principles and relevant guidelines. A document with a full repository of the state of play of implementation of the 17 ICF principles was drafted throughout 2018 and it was near completion in December 2018. (The final steps required an analysis of a number of important pieces of information, such as the preliminary results of the IAS fact-finding mission on internal control weaknesses, the conclusions emerging from the external evaluation and the results obtained under the survey of EMCDDA staff engagement; all of these arrived in either late November or mid-December 2018). The year 2018 was therefore a transition year as regards the monitoring of the agency's compliance with internal control standards and principles.

The EMCDDA's business continuity plan reached maturity in 2018 after completing the set-up of the back-up facilities in Madrid for the purposes of disaster recoveries. For this reason, the residual risks relating to business continuity have been downgraded to low and therefore have been taken out of the central risk register.

Clear progress has also been made regarding the implementation of measures aimed at improving project management in the EMCDDA, particularly in the ICT sector.

The monitoring of performance, supported by KPIs, was further consolidated throughout 2018, building on the achievements of previous years. This was the fourth year in which KPIs were in place for all of the main areas of work in the annual work programme; the agency has continued developing the necessary data-collection and reporting mechanisms, has piloted some new measurement tools, has refined working definitions and has developed an internal monitoring and evaluation plan.

The performance model has evolved to reflect the current strategic direction and organisational needs set out in the EMCDDA Strategy 2025, as well as developments concerning the performance models implemented by other EU Agencies. As a result, the agency's performance model is changing from a model that included a high number of KPIs (i.e. 50 KPIs in 2018) to a model with a limited number of composite KPIs (i.e. 10 KPIs), that is, KPIs built on and measured by sets of underlying lower level performance indicators. This new performance model has already been presented in the EMCDDA PD 2019-21 (Consultation draft), as submitted to the EC for formal opinion on 31 January 2018. The final draft of this PD 2019-21 was submitted on 28 November to the EMCDDA Management Board and was adopted at the Board meeting on 13 December 2018. It became applicable on 1 January 2019.

Moreover, the agency has been working on the development of an IT tool to integrate the planning and monitoring of activities (MATRIX). The progress achieved in this area has been slower than originally planned because of several factors: (1) the

need to prioritise work on the PD (the top-level priority) from the perspective of the business owner (the planning function) and (2) the development needs of other top priority (level 1) projects from the perspective of the ICT team, in particular relating to project management automation processes. Customisation of MATRIX started in 2018. It is expected that the results of the ensuing piloting phase will allow management to make a decision on whether or not to adopt this monitoring tool.

Internal EMCDDA coordination mechanisms (e.g. the Heads of unit meetings, Editorial board meetings, Product Coordinating 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 following factors are worth mentioning as regards the materialisation of risks to the performance of the EMCDDA's activities and consequently to the agency's capability to reach its core objectives.

The nominal value of the EU subsidy to the EMCDDA for 2018 was EUR 105 000 lower than for 2013. Whether the EU subsidy can be maintained around the 2013 level represents, in itself, a medium- to high-level risk to the agency, owing to the serious erosion of its value in real terms if the subsidy drops below this level, as well as the increasing financial needs of the agency. The increase in 2018 of the weighting factor applicable to staff remunerations and the looming end (in 2020) of building rental discounts, which was obtained in early 2016, may render this risk even more serious.

Risks related to the implementation of operational activities materialised once again in 2018. This concerns in particular the lack of proper funding for certain Reitox NFPs which has been apparent since 2014, with a peak in 2016 and 2017. In particular, funding cuts made by national authorities to some NFPs' budgets in the last quarter of 2016 (cuts that were maintained in 2017) may imply future reductions in co-funding provided by the EMCDDA. This situation improved somewhat in 2018, as certain Member States maintained or increased their financial contributions to their NFPs. Nevertheless, the current situation could trigger further negative consequences for the capabilities of the NFPs with regard to complying with their reporting obligations. In addition, these difficulties have been compounded by lingering budget constraints faced by the EMCDDA itself, which have led to decreases in the amounts it grants to NFPs.

Therefore, the rationalisation of the present NFP reporting package needed to be carried out and this must continue; this involves, notably, regular reviews of the availability of core data needs, on the basis of properly defined priorities; providing feedback to the NFPs on their performance in respect of the availability of core data and their reporting obligations towards the EMCDDA; and enhancement of coordination and performance monitoring.

Furthermore, reductions in the reporting capacities of Member States have been evident since 2015. The initial consequence of this is that the timeliness and comprehensiveness of Member States' reporting 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 the European level.

Following the materialisation of this risk, it became clear that closer monitoring of and the provision of more feedback to the Member States on their reporting performance was envisaged and is currently ongoing. In addition, an assessment of the implementation of the key epidemiological indicators in the Members States takes place every three years and the NFPs are provided with the necessary feedback. Additionally, evaluation of the reporting capacity of MS could be included in forthcoming systemic reviews. Last but not least, closer attention ought to be paid to reporting biases and statistical approaches; these measures should allow corrective action to be taken by those Member States chiefly affected.

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CHAPTER 5
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 ([9]).
- 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 that could harm the interests of the institution.

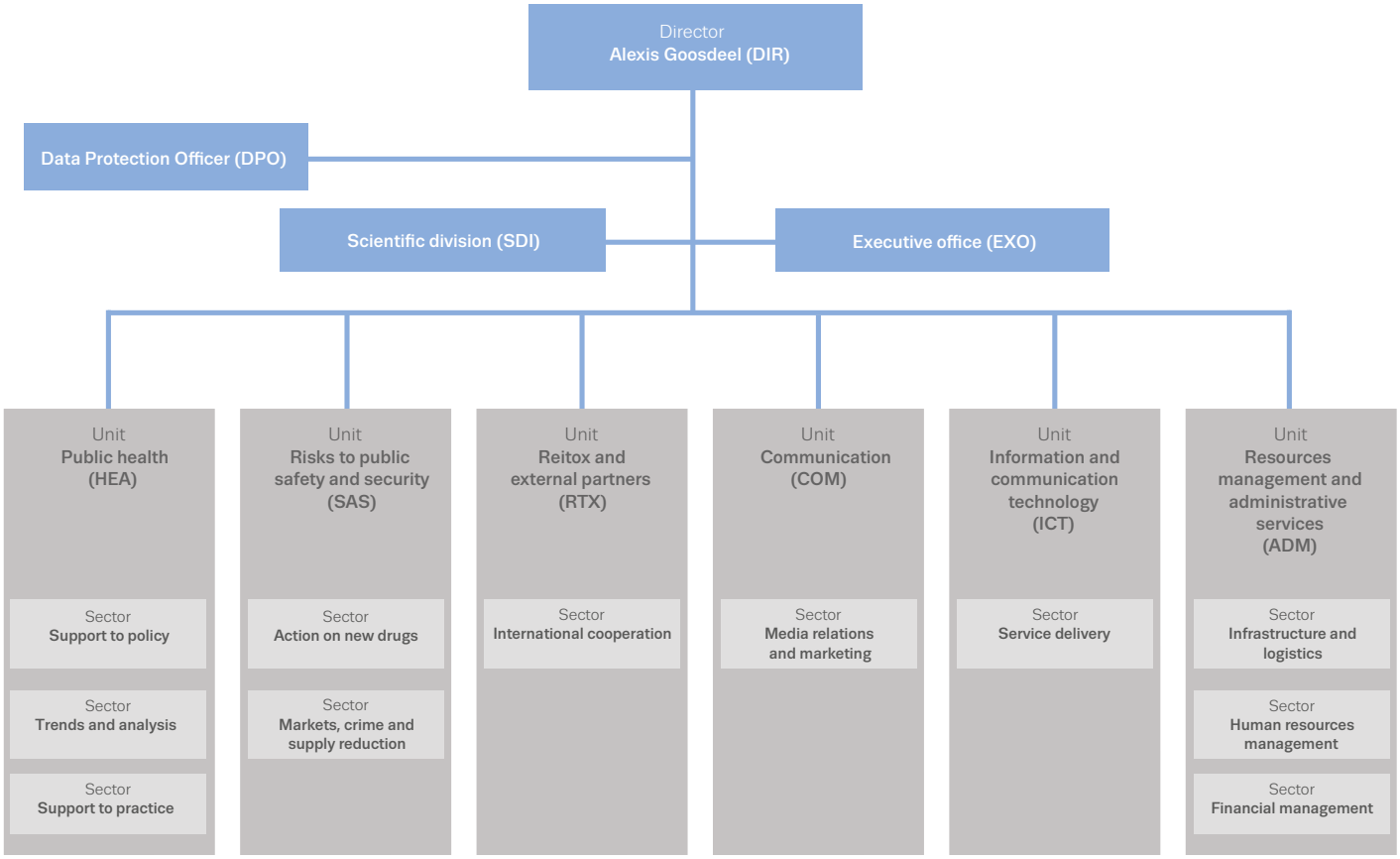
Done in Lisbon on 20 May 2019

Alexis Goosdeel
Director

(9) '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 2018

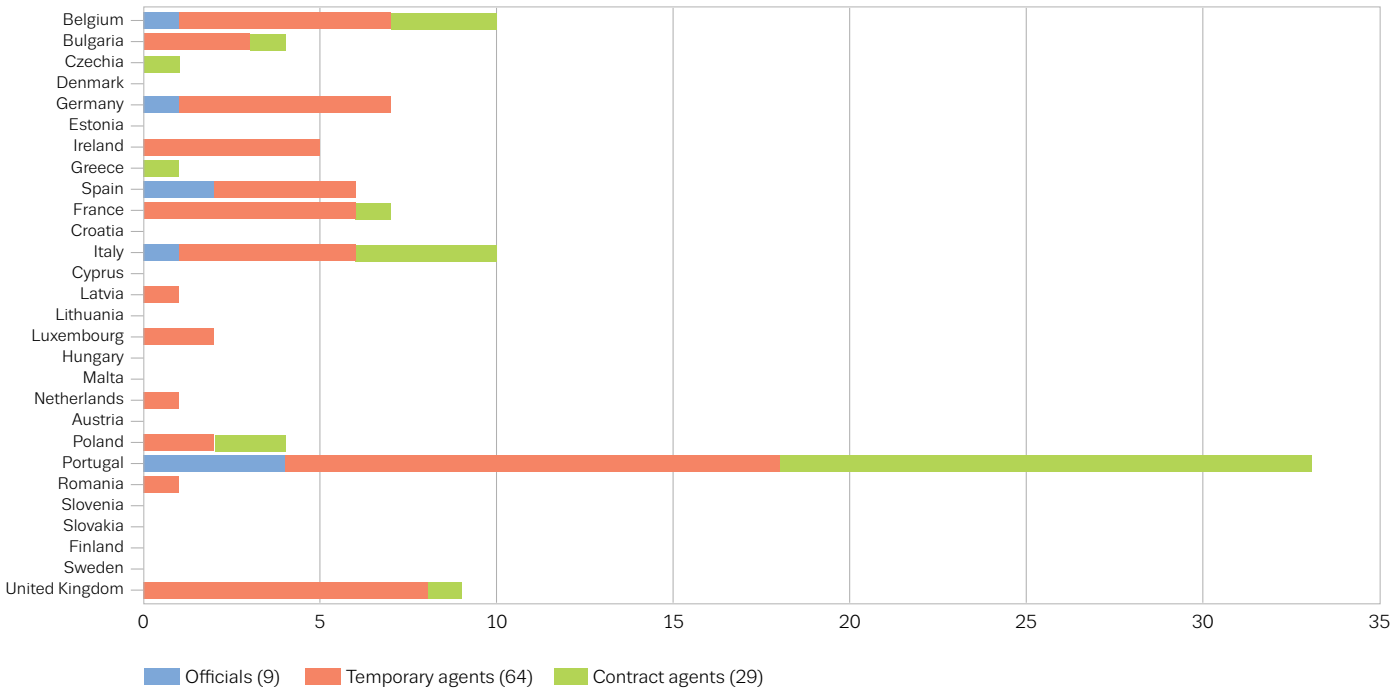
Categories/grade		Officials	Gender		Temporary agent	Gender	
			Male	Female		Male	Female
AD	15						
	14				1	1	
	13	1	1		3	2	1
	12	3	3		5	4	1
	11				6	2	4
	10				2	1	1
	9	2	2		10	4	6
	8				7	2	5
	7				7	3	4
	6						
	5				2	2	
Subtotal AD		**6**	**6**	**0**	**43**	**21**	**22**
AST	11				1		1
	10						
	9				3	2	1
	8	1		1	2	2	
	7				3	1	2
	6				7	3	4
	5	1		1	4	2	2
	4				1	1	
	3	1		1			
	2						
	1						
Subtotal AST		**3**	**0**	**3**	**21**	**11**	**10**
TOTAL		**9**	**6**	**3**	**64**	**32**	**32**

	Function group		Gender	
			Male	Female
CA	IV	4	1	4
	III	9	3	6
	II	13	1	11
	I	3	3	
TOTAL CA		**29**	**8**	**21**

Total EMCDDA staff	Gender	
	Male	Female
102	46	56
%	45%	55%
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	12	**AST9**	0
AD6	0	**AST10**	0
AD7	37.5	**AST11**	0
AD8	44.5	**GFI1**	0
AD9	47.5	**GFI2**	0
AD10	12.5	**GFI3**	10.5
AD11	39	**GFII4**	4
AD12	5.5	**GFII5**	8
AD13	0	**GFII6**	19.5
AD14	0	**GFII7**	32.5
AD15	0	**GFIII8**	0
AD16	0	**GFIII9**	28.5
AST1	0	**GFIII10**	4.5
AST2	0	**GFIII11**	14.5
AST3	0	**GFIII12**	3
AST4	1	**GFIV13**	6
AST5	27.5	**GFIV14**	10.5
AST6	42	**GFIV15**	1. 5
AST7	15.5	**GFIV16**	15
AST8	27	**GFIV17**	
Total: 469.5			

Results of the 2018 benchmarking exercise

Job type (sub-)category	% of staff
Administrative support and coordination	17.53
Administrative support	17.06
Coordination	0.47
Operational	72.95
Top level operational coordination	4.06
Programme management and implementation	57.50
Evaluation and impact assessment	0.00
General operational	11.39
Neutral	9.52
Finance/control	9.52
Linguistics	0,00

Annex 3
Implementation of the 2018 work programme by objectives and expected outputs/results

This annex presents in detail the activities contained within the work programme for 2018 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 EC, two independent experts who are particularly knowledgeable in the field of drugs (designated by the EP) and one representative from each country that has 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
Czechia	Jamila VEDRALOVÁ	Lucia KISSOVA
Denmark	Lars PETERSEN	Sofie DENCKER
Germany	Marlene MORTLER	Jörg PIETSCH
Estonia	Tiina DRELL	Ain PEIL
Ireland	Jim WALSH	Brian DOWLING
Greece	Christina DIAMANTOPOULOU	Gerasimos PAPANASTASATOS
Spain	María Azucena MARTÍ PALACIOS	Elena ALAVAREZ MARTÍN
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)	Raphael BAYER
Poland	Piotr JABŁOŃSKI	Bogusława BUKOWSKA
Portugal	João GOULÃO	Manuel CARDOSO
Romania	Constantin NEGOIȚĂ	Ruxanda ILIESCU
Slovenia	Vesna-Kerstin PETRIČ	Jože HREN
Slovakia	Nadežda LOBODÁŠOVÁ	Eva DEBNÁROVÁ
Finland	Elina KOTOVIRTA	Kari PAASO
Sweden	Johan CARLSON	Henrik MELIN
United Kingdom	Rosanna O'CONNOR	Lauren COMBER
European Commission	Paraskevi MICHOU and Olivier ONIDI	Laurent MUSCHEL and Floriana SIPALA or 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	Carina FERREIRA BORGES

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 EC. 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)
Xavier POOS	Luxembourg
João GOULÃO	Portugal
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	Letizia PAOLI
Demand reduction	Gerhard BÜHRINGER
	Marina DAVOLI
	Fabrizio FAGGIANO
	Gabriele FISCHER
	Henk GARRETSEN

Annex 7
Use of the available resources

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

Work programme (WP) action areas	Main actors for implementation/ cost objects	Assigned human resources (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, SAS, SDI, COM, RTX	2.50	16.13	4.68	0.10	23.41	2 923 407.70	1 462 433.54	4 385 841.24	3 129 209.83	1 266 501.32	4 395 711.15	3 126 947.03	1 265 585.49	4 392 532.52
KA 2: Early warning and threat assessment	SAS, EPI, IBS, COM	0.10	3.65	3.28	0.00	7.03	775 769.82	476 810.71	1 252 580.53	842 470.22	412 929.12	1 255 399.34	841 861.01	412 630.52	1 254 491.54
KA 3: Situation. responses and trend analysis	EPI, IBS, SAS, SDI, COM	1.00	10.84	4.10	0.90	16.84	1 867 704.46	1 152 025.87	3 019 730.33	2 028 844.85	997 681.09	3 026 525.94	2 027 377.75	996 959.65	3 024 337.40
Total		**3.60**	**30.62**	**12.06**	**1.00**	**47.28**	**5 566 881.98**	**3 091 270.12**	**8 658 152.10**	**6 000 524.89**	**2 677 111.53**	**8 677 636.43**	**5 996 185.80**	**2 675 175.66**	**8 671 361.46**

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, SAS, RTX	1.10	6.60	6.30	0.00	14	3 489 636.85	777 863.62	4 267 500.47	3 603 456.15	673 647.91	4 277 104.06	3 600 850.42	673 160.79	4 274 011.21
CCA B: Quality assurance	SDI, EPI, COM, RTX	1.10	3.50	1.94	0.00	6.54	628 953.47	387 947.17	1 016 900.64	683 217.84	335 971.24	1 019 189.08	682 723.79	335 728.29	1 018 452.08
CCA C: Cooperation with partners	RTX, SDI, DIR/EXO	0.80	3.48	0.80	0.00	5.08	494 063.70	304 745.30	798 809.00	536 690.15	263 916.49	800 606.64	536 302.06	263 725.65	800 027.71
Total		**3.00**	**13.58**	**9.04**	**0.00**	**25.62**	**4 612 654.02**	**1 470 556.09**	**6 083 210.11**	**4 823 364.14**	**1 273 535.64**	**6 096 899.78**	**4 819 876.27**	**1 272 614.72**	**6 092 490.99**

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	1.60	5.80	2.60	0.00	10.00	862 017.44	531 703.25	1 393 720.69	936 389.79	460 467.33	1 396 857.12	935 712.67	460 134.36	1 395 847.03
Total		**1.60**	**5.80**	**2.60**	**0.00**	**10.00**	**862 017.44**	**531 703.25**	**1 393 720.69**	**936 389.79**	**460 467.33**	**1 396 857.12**	**935 712.67**	**460 134.36**	**1 395 847.03**

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
	8.20	50.00	23.70	1.00	82.90	11 041 553.44	5 093 529.46	16 135 082.90	11 760 278.83	4 411 114.50	16 171 393.33	11 751 774.74	4 407 924.74	16 159 699.48

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)	1.80	11.70	8.00	0.00	21.50	3 149 695.16	3 021 173.03	3 018 988.36
Information and communication technologies	ICT (equipment and services)	0.00	4.30	2.30	0.00	6.60	1 943 834.60	1 389 941.47	1 388 936.38
Total		**1.80**	**16.00**	**10.30**	**0.00**	**28.10**	**5 093 529.76**	**4 411 114.50**	**4 407 924.74**

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)	8.2	50.00	23.7	1.00	82.9	11 751 774.74
For indirect cost of operations (i.e. direct costs of support activities — table D)	1.8	16.00	10.3	0.00	28.1	4 407 924.74
Total	**10.00**	**66.00**	**34.00**	**1.00**	**111.00**	**16 159 699.48**

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 2018	Carried over and carried forward from 2017	Total available in 2018	Budget execution 2018
Preparation of IPA beneficiary countries for their participation in the EMCDDA (IPA 6 project — second year)	RTX	0.00	0.00	0.40	0.00	0.40	2 806.88	292 267.84	295 074.72	266 467.41

Economic outturn account

Economic outturn account	2018	2017	Variation
Contributions of EFTA countries belonging to the EEA	412 932.41	403 487.34	9 445.07
Recovery of expenses	34 399.08	16 953.19	17 445.89
Revenues from administrative operations	276 550.49	265 543.74	11 006.75
Other operating revenue	15 591 436.84	15 305 558.97	285 877.87
Total operating revenue	**16 315 318.82**	**15 991 543.24**	**323 775.58**
Administrative expenses	-12 892 148.92	-12 108 992.97	783 155.95
All staff expenses	-10 343 817.11	-9 512 006.18	831 810.93
Fixed asset related expenses	-274 773.02	-271 372.3	3 400.72
Other administrative expenses	-2 273 558.79	-2 325 614.49	-52 055.7
Operational expenses	-4 187 441.16	-4 458 218.17	-270 777.01
Other operational expenses	-4 187 441.16	-4 458 218.17	-270 777.01
Total operating expenses	**-17 079 590.08**	**-16 567 211.14**	**-512 378.94**
Surplus/(deficit) from operating activities	**-764 271.26**	**-575 667.9**	**-188 603.36**
Financial revenues	0.66	1 757.43	-1 756.77
Financial expenses	-4 713.78	-3 679.85	-1 033.93
Surplus/(deficit) from non-operating activities	**-4 713.12**	**-1 922.42**	**-2 790.7**
Surplus/(deficit) from ordinary activities	**-768 984.38**	**-577 590.32**	**191 394.06**
Economic outturn for the year	**-768 984.38**	**-577 590.32**	**191 394.06**

EMCDDA 2018 budget execution by nature of expenditure

Title	Description	EUR
1.	**Expenditure relating to persons working with the EMCDDA**	
	Staff in active employment	10 414 513.30
	Other staff-related expenditure (exchange of officials, etc.)	0.00
	Total under Title 1	**10 414 513.30**
2.	**Expenditure for support activities**	
	Investment in immovable property, rental of buildings and associated costs	624 258.38
	Data processing	564 918.61
	Movable property and associated costs	104 227.36
	Current administrative expenditure + postal charges and telecommunications	80 800.54
	Socio-medical infrastructure	20 311.95
	Total under Title 2	**1 394 516.84**
3.	**Expenditure for operational activities**	
	Statutory meetings	184 479.14
	Expenditure on formal and other meetings + representatives' expenses	462 674.52
	Studies, surveys, consultations	749 232.92
	Publishing and translations	551 482.41
	European Network on Drugs and Drug Addiction Reitox	2 088 495.58
	Missions	314 304.77
	Total under Title 3 — Section 1.01	**4 350 669.34**
	Section 1.02 — Total core budget	**16 159 699.48**
	Section 1.03	
4.	**Expenditure relating to other subsidies**	
	EU financing of specific projects	
	4a. IPA 6: financing for implementing pre-accession strategy	266 467.41
5.	**Other expenses (reserve)**	**0.00**
Total budget		**16 426 166.89**

Notes:
A. The amounts encompass (1) budget appropriations for the current year (C1)and (2) appropriations resulting from internal assigned revenue incurred in 2018 (C4).
B. The amounts committed under Title 4a contain the commitment appropriations, carried forward from the previous year. Project IPA 6 is still ongoing.

Execution of the budget: credit consumption, 2018

Commitment appropriations

Title	Description	Fund source	% consumption of available credits
1.	Staff	C1	100
2.	Expenditure for support activities	C1	100
3.	Expenditure for operational activities	C1	99.94
4a.	Expenditure relating to IPA 5	R0	-
4b.	Expenditure relating to IPA 6	R0	91.17
Total consumption of core budget (Titles 1, 2, 3)			**99.98**

Balance sheet: assets

Assets	31.12.2018	31.12.2017	Variation
A. Non-current assets			
Intangible assets	435 941.94	397 171.18	38 770.76
Property, plant and equipment	452 572.55	344 666.32	107 906.23
Plant and equipment	97 460.74	89 046.55	8 414.19
Computer hardware	317 295.55	190 551.28	126 744.27
Furniture and vehicles	37 816.26	65 068.49	-27 252.23
Long term pre-financing	114 022.25	576 636.04	-462 613.79
Total non-current assets	**1 002 536.74**	**1 318 473.54**	**-315 936.8**
B. Current assets			
Short-term pre-financing	469 486.13	726 888.96	-257 402.83
Short-term receivables	436 020.23	308 460.93	127 559.30
Current receivables	199 743.89	121 239.53	78 504.36
Other	236 276.34	187 221.40	49 054.94
Accrued income		-2 920.55	2 920.55
Deferred charges	236 276.34	190 141.95	46 134.39
Cash and cash equivalents	723 896.86	1 533 369.27	-809 472.41
Total current assents	**1 629 403.22**	**2 568 719.16**	**-939 315.94**
Total	**2 631 939.96**	**3 887 192.70**	**-1 255 252.74**

Balance sheet: liabilities

Liabilities	31.12.2018	31.12.2017	Variation
Liabilities			
Net assets	1 648 947.42	2 417 931.80	-768 984,38
Accumulated surplus/deficit	2 417 931.80	2 995 522.12	-577 590.32
Economic outturn for the year — profit+/loss-	-768 984.38	-577 590.32	-191 394.06
Total net assets	**1 648 947.42**	**2 417 931.80**	**-768 984.38**
Current liabilities			
Current liabilities — accounts payable			
Current payables	64 943,81	6 007.66	58 936,15
Sundry payables		398.40	-398,40
Other	823 051,45	1 023 871.44	-200 819,99
Accrued charges	821 223,98	1 014 038.15	-192 814,17
Deferred income	1 827,47	9 833.29	-8 005,82
Accounts payable with consolidated EU entities	94 997,28	438 983.40	-343 986,12
Pre-financing received from consolidated EU entities	94 997,28	438 983.40	-343 986,12
Other accounts payable against consolidated EU entities			
Total current liabilities	**982 992.54**	**1 469 260.90**	**-486 268.36**
Total	**2 631 939.96**	**3 887 192.70**	**-1 255 252.74**

Budget outturn account for the financial year 2018

Budget outturn account		2018	2017
Revenue			
Balancing EC subsidy	+	15 445 600.00	15 135 600.00
Other subsidy from EC (IPA 6)	+		340 000.00
Fee income	+		
Other income (Norway contribution + Turkey contributuon + C4 internal assigned revenues + bank interests amending budget Nos 1 and 2)	+	723 882.64	693 197.96
Total revenue (a)		**16 169 482.64**	**16 168 797.96**
Expenditure			
Title I: Staff			
Payments	-	10 445 666.13	9 809 524.44
Appropriations carried over	-	58 870.35	157 526.19
Title II: Administrative Expenses			
Payments	-	1 102 888.05	1 005 724.32
Appropriations carried over	-	300 736.67	607 904.28
Title III: Operating Expenditure			
Payments	-	4 461 067.47	4 555 075.39
Appropriations carried over	-	95 545.65	203 511.55
Total expenditure (b)		**16 464 774.32**	**16 339 266.17**
Outturn for the financial year (a-b)		**-295 291.68**	**-170 468.21**
Cancellation of unused payment appropriations carried over from previous year (C8 title 1 & 2)	+	27 093.70	18 245.88
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	322 278.86	380 860.06
Exchange differences for the year (gain +/loss -)	+/-	-1 911.27	-271.84
Cancellation of unused payment appropriations IPA 5-Final balance reimbursed to the EC DG NEAR		-28 768.80	-28 768.80
Norway prorata 2018		-722.89	-6 194.39
Turkey prorata 2018		-426.63	-3 638.90
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		22 251.29	189 763.80
Balance of the outturn account for the financial year		**189 763.80**	**215 188.58**
Balance year N-1	+/-	189 763.80	215 188.58
Positive balance from year N-1 reimbursed in year N to the Commission	-	-189 763.80	-215 188.58
Result used for determining amounts in general accounting		**22 251.29**	**189 763.80**
Commission subsidy — agency registers accrued revenue and Commission accrued expense		**15 423 348.71**	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		**22 251.29**	

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