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In accordance with Article 9 of the Regulation on the European Monitoring Centre for Drugs and Drug Addiction, the 2011 annual report on the EMCDDA's activities has been forwarded to the General Secretariat of the Council of the European Union.

The report was approved by the Management Board of the EMCDDA by written procedure on 4 June 2012.

The report presents the EMCDDA's activities for the financial year 2011 and, in accordance with Article 40 of the Financial Regulation applicable to the EMCDDA, gives an account of the performance of the Director's duties as authorising officer responsible for implementing the EMCDDA's work programme and budget.

The report describes the operations carried out and the results achieved in relation to the objectives set in the 2011 work programme, the use made of the resources provided for that purpose in the 2011 budget and the management and internal control systems.



European Monitoring Centre  
for Drugs and Drug Addiction

ISSN 1725-4558

GENERAL REPORT OF ACTIVITIES

2011

Key achievements and governance: a year in review



European Monitoring Centre  
for Drugs and Drug Addiction

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GENERAL REPORT OF ACTIVITIES

2011

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

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(!) Available online at: <http://www.emcdda.europa.eu/publications/general-report-of-activities/2011/annex4>



2004

2005

2006

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2008

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2010

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2012

2013

## Foreword

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

The report provides an account of the EMCDDA's activities and accomplishments in 2011, the second year within the EMCDDA three-year strategy and work programme for 2010-12.

During 2011, the EMCDDA continued to provide support to the EU institutions and Member States in their various activities in the drugs field. For the second year in a row, the key findings of the *Annual report on the state of the drugs problem in Europe* were presented by the Director to the Ministers for Home Affairs at a Council meeting, further to an invitation from the Polish Presidency. In November, the Annual report was presented to the Civil Liberties, Justice and Home Affairs Committee of the European Parliament, together with an update of the first media monitoring of the public launch of the report. In 2011, the European Commission launched the third external evaluation of the EMCDDA, covering the agency's last two three-year work programmes. The evaluation will be completed in the course of 2012.

I wish to stress that in 2011 the EMCDDA received for the first time in its history a report from the European Court of Auditors in relation to its annual accounts (2010) that contained no qualifications or observations. Although in the past the observations of the Court of Auditors concerned only minor issues, this exemplary report highlights the excellent budgetary and financial management of the agency.

On a more personal note, I would like to express my gratitude to colleagues on the Management Board and members of the Scientific Committee for their support and commitment to the objectives of the Centre. The introduction of thematic debates at Management Board meetings has been particularly welcome and constructive.

My special thanks also go to Wolfgang Götz, Director of the Centre and his personnel as well as the Heads of the Reitox national focal points and their staff for their dedication and professional commitment to the results achieved in 2011.

**João Goulão**  
Chairman of the EMCDDA Management Board



## Introduction

This report provides a non-exhaustive account of the EMCDDA's main activities and accomplishments in 2011. The structure used in the report mirrors that of the agency's annual work programme, using the specific objectives defined therein. This approach increases transparency of the agency's operations and makes the results easy to see and user-friendly.

The 2011 work programme took forward the activities started in 2010 to implement the EMCDDA's three-year strategy and work programme (2010–12). Continuity was therefore central to all areas of work. Similarly, 2011 was a year for building on the achievements made in 2010 and major progress was accomplished in all areas.

At the same time, the rapidly evolving nature of the drug situation steered our activities throughout the year. While the EMCDDA remained responsive to emerging opportunities and critical information requests, increased efforts and prioritisation were required to successfully fulfil our tasks and attain our objectives.

At operational level, the consolidation of the new organisational structure set up in 2010 along with improved internal coordination mechanisms and effective planning practices all contributed to the range and scope of results achieved.

2011 was also a year of enhanced partnership. New collaborative ventures, joint activities and publications with other EU agencies and international organisations active in the drugs field, as well as with academic and scientific communities, enriched our work throughout the period.

I would like to express my gratitude to the Management Board, the Scientific Committee and the Reitox network of national focal points for their extremely valuable input and support throughout 2011. Most of all, I would like to thank my staff for serving together with dedication and commitment in order to build and consolidate the EMCDDA's reputation and expertise.

**Wolfgang Götz**

Director









## Chapter 1

### Executive summary

This report presents the implementation of the activities in the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)'s work programme for 2011. This is the second year of the agency's three-year strategy 2010–12.

The agency exists to underpin the work undertaken at EU and Member State level to tackle drug use. It does this by improving the quality of data available to monitor progress and benchmark different initiatives. It operates an early warning system to facilitate rapid responses to new threats. It also makes evidence about good practice widely available. And more than ever in this time of economic uncertainty, the agency exercises a strict financial discipline and rigorous prioritisation, so that costs are tightly controlled and only those activities which add genuine value are taken forward.

As in previous years, a major task for the EMCDDA in 2011 was managing the annual cycle of data submission, analysis and reporting. This included analysing data provided by the Reitox network of national focal points (NFPs) through Fonte — the agency's web-based data collection instrument — as well as national reports and a review of external information sources. In 2011, significant effort was dedicated to the quality assessment process and vast improvements were made in data submission practices, with the use of a new tool for the automatic validation of data reported by the NFPs.

The main result of this process was the *2011 Annual report on the state of the drugs problem in Europe*, the Centre's yearly flagship product. Published in print and online in 22 languages, the report presented an in-depth overview and analysis of the drug phenomenon in Europe, based on the most recent data available. The main launch of the report took place in Lisbon on 15 November. By the end of 2011, the report had registered an impressive number of consultations on the agency's website and 17 285 downloads in all European Union (EU) languages (compared with 16 349 downloads in 2010, within the same time period).

The Annual report was complemented by a set of products including the online Statistical bulletin of tables and graphics on drug use and responses to drug use, as well as three Selected issues entitled: 'Cost and financing of drug treatment services in Europe', 'Mortality related to drug use in Europe' and 'Guidelines for the treatment of drug dependence: a European perspective'. In addition to these publications covering the EU drug phenomenon, the agency published online country overviews and Reitox national reports.

At the heart of the European drug information system are five epidemiological key indicators (KIs). In 2011, there were methodological developments for all of these, the most important being the completion of the treatment demand indicator (TDI) revision and the adoption of the new TDI protocol at the Heads of the national focal points (HFPs) meeting in November.

2011 also saw important developments in the Centre's collaboration with ESPAD (European School Survey Project on Alcohol and Other Drugs). The EMCDDA hosted the 2011 annual ESPAD project meeting, also signing a joint statement to scale up cooperation between the two parties.

Another highlight for 2011 was the launch of the EMCDDA and European Centre for Disease Prevention and Control (ECDC) joint guidance called *Prevention and control of infectious diseases among people who inject drugs* during the drug-related infectious



diseases (DRID) annual expert meeting. In the same area, the agency provided a rapid response to a notified increase in cases of human immunodeficiency virus (HIV) among injecting drug users in Greece and Romania.

Major developments in the area of prevention in 2011 included the release of the first European quality standards to improve drug prevention in the EU — the EMCDDA manual *European drug prevention quality standards* was launched at the second International Conference of the European Society for Prevention Research, hosted by the agency in Lisbon.

In the area of treatment, the draft framework for the new EMCDDA treatment data collection and analysis strategy was developed. This will significantly improve the collection of treatment data at European level.

Significant progress was also achieved in the area of supply and supply reduction. One of the highlights was the release of the EMCDDA–Europol joint publication *Amphetamine: a European Union perspective in the global context*, an in-depth analysis of the illicit market in amphetamine.

Another accomplishment involved work to develop indicators in the areas of drug markets, drug-related crime and drug supply reduction. Following the first European conference on drug supply indicators organised in 2010, three working groups were set up and started operations in 2011.

In 2011, the EMCDDA, together with Europol and its partners in the Member States — the Reitox network — continued to run the early warning system. Confirming a trend witnessed in recent years, a record number of 49 new psychoactive substances were identified and notified to the Member States, Europol, the European Medicines Agency (EMA) and the European Commission (EC). Subsequently, 52 new substance profiles were prepared and included in the European database on new drugs. In total, more than 200 substance profiles were updated in 2011, including additional forensic analytical data.

An important highlight in 2011 was the First International Multidisciplinary Forum on New Drugs (Forum on New Drugs), organised in Lisbon and attended by over 100 experts, including representatives from partner EU agencies. The event took stock of current developments in the area of new drugs with a view to anticipating future challenges and identifying anchor points for the agency's work.

Similarly, in 2011 the EMCDDA undertook a series of actions to assist the EC and the European Council with the assessment of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of new psychoactive substances. This included preparing documents, attending meetings organised by the EC and contributing to the work of the Horizontal Drugs Group (HDG).

In addition, the 'Report on the risk assessment of mephedrone in the framework of the Council Decision on new psychoactive substances' was released in May, presenting the summary findings and conclusions of the risk assessment on mephedrone carried out in 2010 by the EMCDDA's extended Scientific Committee and additional experts from the EC, Europol and the EMA.

In the area of emerging trends, the agency published a policy briefing called *Khat use in Europe: implications for European policy*. A trendspotting group was also set up to enhance the Centre's capacity for monitoring new topics. The first meeting of the group, focusing on heroin, took place in Lisbon in October. A meeting on wastewater analysis was organised in January, and a new website page was launched to disseminate the EMCDDA's activities in this area.

Work to improve Europe's capacity to monitor and evaluate policies was enhanced in 2011. This included the launch of a new series of 'Drug policy profiles' describing the main



characteristics of national drug policies. The first edition on Portugal was released on 23 June. In addition, the policy briefing *Responding to new psychoactive substances* was published, describing some of the practical and legal obstacles facing Member States in relation to new substances.

In 2011, the EMCDDA actively contributed to the evaluation of the 2005–12 EU drugs strategy and its two action plans. Work in this area included a report on the main trends and changes in the European drug situation and in the responses developed by EU Member States over the period.

In the field of best practice, 2011 saw the agency take its first steps towards developing a best practice network. Similarly, a comprehensive strategy to establish a best practice communication platform was presented at a workshop organised by the EMCDDA and attended by 20 NFPs. The Best practice portal was also updated throughout the year.

During the course of the year, the EMCDDA took further steps to support academic training programmes in the area of drugs and addiction. To this end, a Memorandum of Understanding (MoU) was signed with the Instituto Superior das Ciências do Trabalho e da Empresa in Lisbon, with the objective of running a summer school programme in July 2012.

Another new initiative developed in 2011 was the Scientific Paper Award. Over 50 articles published in peer-reviewed scientific journals in the previous year were analysed using a defined set of criteria by a jury consisting of members of the EMCDDA Scientific Committee and selected staff. The five winners were honoured during a ceremony held in Lisbon.

The production of high-quality reports, articles and presentations continued in 2011. A total of 32 English-language printed or online publications, along with various translated versions, as well as 39 scientific articles written or co-authored by EMCDDA staff were published. The agency's website was continually improved and enhanced, adding new sections on specialist topics as required.

Collaboration with EU institutions was further strengthened in 2011. On 29 November, the Director presented the Annual report to the Civil Liberties, Justice and Home Affairs Committee at the European Parliament in Brussels. In addition, the EMCDDA was active in presentations and interventions in all meetings of the Horizontal Drugs Group (HDG) and in political dialogues between the EU and third countries.

2011 was also a year of major developments in terms of collaboration with other EU agencies. Cooperation with Europol occurred through the former's involvement in various EMCDDA events and joint work on the Council Decision on new psychoactive substances. Cooperation with the European Police College (CEPOL) was further enhanced, namely through a commitment to develop joint activities in the future. Major progress was also made in collaboration with Eurojust with the two agencies agreeing to sign a cooperation agreement focusing on drug-related judicial issues.

The highlights of our work with the ECDC included the aforementioned joint guidance on injecting drug users, published and translated into 11 languages (full version) and a rapid risk assessment report on the HIV outbreak in injecting drug users in Greece and Romania. The collaboration with the EMA included the preparation of a draft proposal for the joint implementation of Regulation (EU) No 1235/2010 Article 28c on pharmacovigilance legislation.

In 2011, there was also an active exchange of expertise, data and information with international partners including the United Nations Office on Drugs and Crime, the World Health Organization, the Council of Europe's Pompidou Group, the Inter-American Drug Abuse Control Commission, the World Customs Organization, Interpol and the Maritime Analysis and Operations Centre — Narcotics.



In terms of European Neighbourhood Policy (ENP) countries, several potential areas for cooperation were highlighted during the regional scientific seminar on data collection on treatment held in Kiev in September and attended by 27 participants from the region.

In 2011, the EMCDDA continued to provide technical assistance to candidate and potential candidate countries. The Instrument for Pre-Accession (IPA) 3 project was officially completed in November. This produced updated information maps and country overviews, national reports and national action plans on drug information systems in Albania, Bosnia and Herzegovina, Croatia, former Yugoslav Republic of Macedonia, Montenegro, Serbia, Turkey and Kosovo under UNSCR 124/99. The protocols of the five epidemiological key indicators, as well as the EMCDDA–ECDC joint guidance publication were translated into all the national languages of the countries involved.

In the area of governance and supporting core business, further to the structural reforms undertaken in 2010, the priority for 2011 was to adapt internal processes and procedures to fit with the agency's new structure. Similarly, better coordination inside the agency and efforts made to improve resource allocation were reflected by, inter alia, a very high budget execution rate.

The agency's strategic planning, monitoring and reporting activities were considerably strengthened in 2011, including a report on the mid-term implementation of the 2010–12 strategy and work programme. Work also started on the 2013–15 strategy and work programme, including an informal external consultation involving key EMCDDA stakeholders and partners. At the same time, the process to implement the agency's external evaluation was initiated by the EC.

As in previous years, the General report of activities 2010 was adopted by the Management Board by simplified written procedure and sent to the European Parliament, the Council of the European Union, the EC, the Court of Auditors and the Member States within the set deadlines.

Of particular note in 2011 was the range of unplanned activities implemented. These had a clear impact on the work programme set for the year. One example was the creation of a briefing note on cocaine in response to a request from Commissioner Malmström. These extra requests all had an impact on in-house resources hence several publications have been delayed until 2012. However, spontaneous requests of this nature illustrate the agency's added value and its role as the European hub for data and expertise on drugs issues.





## Chapter 2

### Core business — monitoring and reporting on the drugs problem

The EMCDDA's core objective is to provide the European Union and its Member States with factual, objective, reliable and comparable information at European level on drugs and drug addiction and their consequences <sup>(1)</sup>. Within this mandate, three transversal goals governed the work in 2011, as follows:

1. Producing a state-of-the-art annual review of developments in drug use and responses in Europe located within a broader explanatory conceptual framework (scientific, historical, demographical and socio-political).
2. Maintaining an up-to-date and high-quality online European reference point on drugs.
3. Providing ongoing support to EU institutions for implementing and monitoring the EU action plan.

Core business for the year was therefore organised into eight broad areas: Core monitoring activities; Key indicators and monitoring the epidemiology of the drug situation; Monitoring demand reduction responses, interventions and solutions applied to drug-related problems; Transversal analysis; Supply and supply reduction activities; Monitoring new trends and developments and assessing the risks of new substances; Improving Europe's capacity to monitor and evaluate policies; and Good practice, guidelines and quality standards, and cooperation with the Scientific Committee.

Specific objectives were developed for each area, to help plan tasks and enhance monitoring and reporting. This General report of activities follows the structure of the 2011 work programme, presented by specific objective.

At the end of this section of the report, we have also provided a non-exhaustive overview of additional work ('unplanned activities') for 2011.

#### Core monitoring activities

##### Objective 1.1 To produce a state-of-the-art annual review of developments in drug use and supporting statistics and methodological information

Each year, the EMCDDA manages the annual cycle of data submission, analysis and reporting. The main outcome of this process is the Annual reporting package of the Annual report, Selected issues, Statistical bulletin and country overviews. These form the basic information set from which many of the agency's other products are derived.

In order to prepare the Annual report, EMCDDA staff analyse the data provided by the Reitox network of NFPs through the agency's web-based data collection instrument (Fonte) as well as national reports and external information sources.

The most important source of data for the Annual report package each year is the Reitox network of NFPs. They submit standard tables and structured questionnaires through Fonte, along with national reports. The data submitted then undergoes quality checks in-house.

<sup>(1)</sup> As stated in the EMCDDA's recast Regulation of 12 December 2006.





The 2011 Annual report was published in print and online 22 languages and launched on 15 November in Lisbon. The report attracted great interest and registered 17 285 downloads by the end of 2011 (compared with 16 349 downloads over the same period in 2010) <sup>(2)</sup>.

#### Events to launch the Annual report

The main launch of the report took place in Lisbon on 15 November, with other launches in national languages at events in 14 Member States and Norway. The report presented a 105-page overview and analysis of the drug phenomenon in Europe. This was supported by the online Statistical bulletin made up of tables and graphics. Also published at the same time were three Selected issues: *Cost and financing of drug treatment services in Europe*, *Mortality related to drug use in Europe* and *Guidelines for the treatment of drug dependence: a European perspective*. In addition to these publications covering the drug phenomenon at European level, the agency published online country overviews and Reitox national reports.

As its name suggests, the Statistical bulletin is the backbone to the Annual report's data. This key resource of over 400 tables and graphs published annually provides access to the most recent statistical data relating to the drug situation in Europe. In 2011, the Statistical bulletin went live on the agency's website on 15 July <sup>(3)</sup>.

The country overviews present a summary of the national drug situation, key statistics at a glance and a barometer showing the drug use prevalence position for each country. These were published in English in November and then online in all national languages <sup>(4)</sup>.

It is important for the EMCDDA to ensure that the reporting system it implements is coherent, efficient and relevant to European needs. In 2011, a top-level analysis of the system was conducted, which led to the setting-up of a working group to simplify internal work practices. The result will be a streamlined, timely and integrated Annual report from 2012 onwards.

#### **Objective 1.2 To ensure efficient and methodologically sound data input, management, processing and preparation of data sets for analysis**

The main tool for managing the EMCDDA's data collections is the Fonte system. In 2011, automatic validations within the system were implemented, which generated automatic notifications when there were errors in data submitted. This helped save considerable time in the collection and verification process.

To complement the above, during one Reitox academy, 25 representatives from focal points received training on the new features of the Fonte software.

In addition to data processing and data preparation, particular attention was paid to the quality assessment process, by cross-checking data submitted through various sources.

#### **Objective 1.3 To review the appropriateness of current data management and statistical processes. Introduce incrementally new practices where they are required and assess future needs for processing different types of data**

In the area of data management, statistical processes and quality assurance, the agency set out to improve the coherence and control of its reporting system. Similarly, the navigation options of the Statistical bulletin were improved.

<sup>(2)</sup> Available at: <http://www.emcdda.europa.eu/publications/annual-report/2011>

<sup>(3)</sup> See: <http://www.emcdda.europa.eu/stats11>

<sup>(4)</sup> See: <http://www.emcdda.europa.eu/publications/country-overviews>

In 2011, the automatic validation to avoid errors helped ease the reporting process. Focal points received an automatic notification if there were inconsistencies in the reports they sent to the agency. Although the immediate advantages of this system are clear, its full benefits will become apparent over time.

## Key indicators and monitoring the epidemiology of the drug situation

The EMCDDA's five epidemiological KIs consist of interrelated sets of parameters that estimate the prevalence and patterns of drug use and the characteristics and risk profiles of drug users as well as some of the more serious health consequences related to drug consumption.

The EMCDDA and its partners have developed guidelines for these sets of parameters. The guidelines provide case definitions, sets of common variables, methodological information and procedures on how information should be processed for transmission to the EMCDDA.

The implementation of the guidelines is monitored by the EMCDDA in coordination with the Reitox network and the standing expert networks. The guidelines are regularly reviewed and updated.

### Objective 2.1 To strengthen the European expert network for each key indicator necessary for EMCDDA reporting

Each KI is supported by a dedicated European expert network which meets each year. In total, around 200–250 experts meet annually to support the development of the indicators, with many more experts also contributing at national level.

Expert meetings for key indicators	
21–22 June	General population survey (GPS)
20–21 September	Treatment demand indicator (TDI)
27–28 October	Problem drug use (PDU)
16–17 November	Drug-related death (DRD)
10–13 October	Drug-related infectious diseases (DRID)

The meetings reviewed progress made in 2010/11 and were a forum for exchange and debate.

Supporting documents from the meetings were uploaded to the 'KI gateway' section of the website.

### Objective 2.2 To increase quality and comparability of key indicators

Objective 1.1 presents the issues of quality regarding indicator data. A review of the current status of implementation of the key indicators was conducted in 2011 and the results were presented to the Management Board.

Technical support was also provided during Reitox academies with many focal points attending. For example, the bilateral Austrian and German Reitox academy on drug-related deaths provided the opportunity to identify disparities between countries and plan joint projects to improve data collection.

In addition to support activities, official visits were conducted to six Member States to meet with stakeholders and support the work of the NFPs.



**Objective 2.3 To undertake developmental work necessary to ensure that key indicators remain methodically sound and appropriate to EU data collection needs**

**General population surveys (GPS)**

On top of the main expert meeting, satellite workshops were held on harmonising national databases and European validation of cannabis dependence scales.

The results of a mapping exercise from general population surveys in 24 European countries were presented during the annual expert meeting, in order to identify questions that match the European Model Questionnaire (EMQ). Work is ongoing in eight countries (Denmark, Ireland, Spain, Cyprus, Latvia, Poland, Portugal and United Kingdom) to harmonise a core set of variables at national level and carry out a joint analysis of polydrug use (including tobacco, alcohol and psychoactive medicines).

The EMCDDA also worked with the European Commission and international experts on both methodological issues and questionnaire design. Core general population survey items were included in the Commission's European Health Indicators project and in Eurostat's European Health Interview Survey.

2011 also saw important developments in collaboration with ESPAD. The EMCDDA hosted the 2011 annual ESPAD project meeting in November in Lisbon where a joint statement to scale up cooperation between the two parties was adopted. Cooperation with HBSC (Health Behaviour in School-aged Children) was also strengthened, allowing for sharing of data between the two organisations and the publication of findings in the EMCDDA Annual report.

**Treatment demand indicator (TDI)**

The key event in this area in 2011 was the finalisation of the new TDI protocol. This revised protocol is the result of more than two years of work involving the EMCDDA, national experts and NFPs.

The new protocol was approved by all national experts during the TDI annual expert meeting and then adopted by the HFPs. It was agreed that the EMCDDA will provide technical support and will steer the implementation at national level. The revised version is highly compatible with the existing one, hence no major technical problems are anticipated. A new TDI template, in line with the revised protocol, was also developed.

**Drug-related deaths indicator (DRD)**

A revised protocol on mortality cohorts was drafted in 2011 and presented at the annual expert meeting on drug-related deaths. Furthermore, a research project on cocaine-related deaths was also launched.

The Selected issue *Mortality related to drug use in Europe* was launched with the Annual report. The publication reviews the findings on overall mortality rates in Europe, examines available sources of data in order to explore the main causes of deaths among drug users, along with information on risk and protective factors. The publication ends with a discussion of the public health implications of drug-related deaths and the options available for prevention and intervention.

The EMCDDA drug-related deaths expert network regularly exchanges technical information with non-EU countries and in particular was asked to support training in candidate countries.

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

In 2011, work continued to broaden the focus of this indicator to make it more sensitive to non-opiate-related drug use problems. A revised conceptual framework was discussed during the expert meeting, and an online tool to support this will be completed in early 2012.

Two projects to support national estimates were launched, with the aim of providing targeted technical assistance to Member States as well as training in statistical methods to estimate problem drug use.

In addition, the 2011 problem drug use expert meeting included a one-day training course in the use of the capture–recapture method (an indirect statistical method to estimate the hidden number of problem drug users).

### **Drug-related infectious diseases (DRID) indicator**

The 2011 annual expert meeting focused on the revised version of the DRID guidance and the development of a methodological toolkit — the first two modules on behavioural indicators for injecting drug users and a questionnaire for seroprevalence and behavioural surveys were finalised in 2011. In addition, the expert meeting hosted the launch of the EMCDDA and ECDC joint publication *Prevention and control of infectious diseases among people who inject drugs* (see also Objective 3.1).

A scientific paper on bacterial infections in Europe was submitted to and accepted by the *American Journal of Public Health*; four papers by the DRID modelling network and two articles were published in scientific journals (see Annex 3 for more details).

In response to a notified increase in human immunodeficiency virus (HIV) cases among injecting drug users (IDUs) in Greece and Romania, two early-warning messages were prepared and widely circulated through the EMCDDA early warning system (EWS) and the DRID expert network.

In November 2011, the EC asked the ECDC and the EMCDDA to conduct a rapid inquiry among the ECDC network of HIV surveillance and NFPs to investigate whether such increases had occurred in other countries. The joint EMCDDA and ECDC rapid risk assessment 'HIV in injecting drug users in the EU/EEA, following a reported increase of cases in Greece and Romania' was prepared for publication in early 2012.

Collaboration with EU bodies and international organisations included participation in HIV/AIDS think tank meetings with the EC; ECDC expert meetings; project work with the World Health Organization (WHO); collaboration with UNAIDS on the DRID protocol; and scientific publications in collaboration with the United Nations (UN) reference group and the WHO Global Burden of Disease group.

### **Objective 2.4 To better exploit data by in-depth and cross-indicator analysis to address important policy/research questions**

The EMCDDA continued to work with four European countries to harmonise a core set of variables and joint analysis of polydrug use (including tobacco, alcohol and psychoactive medicines). A workshop was held prior to the expert meeting with representatives from Denmark, France, Cyprus, Latvia and the United Kingdom to review progress and make plans for future actions.

A thematic polydrug group meeting was held as a satellite to the ESPAD annual meeting in November.

The project on heroin trends analysis from 2010 was completed and the draft report on heroin trends was presented to the experts at the TDI annual meeting.

### **Objective 2.5 To undertake methodological studies, reviews and analysis necessary to understand additional key aspects of the EU drug situation**

Pilot work on the harmonisation of data sets at national level continued in 2011. Four new countries (Ireland, Spain, Latvia and Poland) agreed to participate and guidelines were drafted to support their work. In the area of TDI, a contract was launched to collect all national questionnaires and analyse their items against a TDI checklist as well as to collate national protocols in this area.

Work to support a European analysis of special mortality registries was initiated. The project concept was defined and presented at the drug-related deaths annual expert meeting. Based on the evidence of increasing cocaine use and cocaine-related mortality in some EU countries, the main focus will be on cocaine-related deaths reported in special mortality registries.

The findings of the research called *Drug use prevalence estimates report* was published as a scientific study in 2011. This examines differences in methods and results between general population surveys conducted in a single context (focusing exclusively on substance use) and those carried out in multiple contexts (focusing on health and healthy lifestyles). It summarises general population surveys available in the EU for comparison and provides an overview of possible sources of bias.

### **Monitoring demand reduction responses, interventions and solutions applied to drug-related problems**

#### **Objective 3.1 To exploit available data to provide a comprehensive report on EU demand reduction activities**

In 2011, the EMCDDA provided technical support to the EC (DG SANCO) for the selection of the contractor in charge of preparing the second progress report for implementing the Council Recommendation of 18 June 2003 on the prevention and reduction of health-related harm associated with drug dependence.

In 2011, the agency continued its work on an Insight publication on heroin-assisted treatment in Europe. Using current available information, the product addresses two key questions: does the evidence available now support the use of supervised injectable heroin treatment, and, if so, what are the clinical management issues necessary to ensure that this therapeutic option can be delivered in a 'safe' manner? The finished product will be published in spring 2012.

As already mentioned, the EMCDDA and ECDC joint publication *Prevention and control of infectious diseases among people who inject drugs* was released in 2011. This report explores good public health practices that can support effective policies to reduce infections. Common blood-borne viruses in this group include HIV, hepatitis B virus and hepatitis C virus.

The EMCDDA 2011 Selected issue *Cost and financing of drug treatment services in Europe* provides an exploratory European overview of the costs associated with treatment for drug dependence, along with the main funding sources in application whilst also analysing the unit costs of the four main drug treatment modalities (detoxification, psychosocial inpatient and outpatient, opioid substitution treatment and heroin-assisted treatment).

One of the EMCDDA's key roles is to stimulate the sharing of best practice across Member States. In partnership with the Hungarian NFP, the EMCDDA hosted a meeting involving practitioners and researchers from seven Member States that focused on policies and

clinical practices in the treatment of cannabis-related problems. An Insights publication on cannabis treatment is also planned for 2012.

The collection of qualitative information from research literature and service providers on drug users' experiences when reducing or stopping drug use started in 2011 and the results will be published in a Thematic paper in 2012 (in the 'Voices' series).

An integrated set of online health and social responses national overviews covering treatment responses and availability and harm reduction responses were developed in 2011 and will be made available on the agency's website in 2012.

### **Objective 3.2 To develop and explore potential new data sources on drug treatment and harm reduction**

A compilation of information on characteristics and core data sets collected in national opioid substitution treatment (OST) databases was prepared and will be further developed in 2012, linked with the preparation of the new treatment data collection strategy.

Although specialist drug treatment services remain the EMCDDA's main data suppliers in this area, potential new data sources need to be explored. In 2011, the EMCDDA continued to investigate strategies for collecting treatment data from general practitioners (GPs) as well as the exchange of experience between GPs and scientists on the benefits of GP involvement in this type of treatment and the challenges in current medical practice.

Low-threshold agencies are also a potential source of information and work on developing models for collecting data from such agencies started in 2011. The work will be further developed in the framework of the new treatment data collection strategy.

Also in 2011, the feasibility of collecting data on the costs of different treatment modalities was assessed, as part of the work on the EMCDDA Selected issue on the cost of drug treatment services (see Objective 3.1).

### **Objective 3.3 To update and improve reporting on prevention activities**

Important developments took place in 2011 in the area of prevention.

A Cochrane systematic review of the impact of media campaigns for the prevention of illicit drug use in young people was conducted by a team including EMCDDA and external experts. The basis of the review was the protocol prepared by the EMCDDA <sup>(5)</sup>.

In October 2011, the EMCDDA launched the updated 'prevention profile' online series <sup>(6)</sup> including new data, more interactive elements and additional information on family-based prevention. Likewise, an analysis of trends in universal and selective prevention programmes in Europe was conducted and the results published as a scientific paper <sup>(7)</sup>.

The Best practice portal module on prevention was restructured with the help of the GRADE (Grades of Recommendation Assessment, Development and Evaluation) system, which provides a more systematic way of describing evidence <sup>(8)</sup>.

A key development in 2011 was the release of the first European quality standards to improve drug prevention. The EMCDDA manual *European drug prevention quality standards* was launched in December at the second International Conference of the

<sup>(5)</sup> Available at: <http://onlinelibrary.wiley.com/doi/10.1002/14651858.CD009287/pdf>

<sup>(6)</sup> Available at: <http://www.emcdda.europa.eu/themes/prevention/responses-in-eu>

<sup>(7)</sup> See Annex 3 for published articles.

<sup>(8)</sup> Available at: <http://www.emcdda.europa.eu/best-practice/prevention>



European Society for Prevention Research (EUSPR). The manual is a joint publication by the EMCDDA and the Prevention Standards Partnership, and presents and describes basic and expert-level quality standards for drug prevention. The standards cover all aspects of drug prevention work and considerations regarding the standards' real-life implementation are provided, acknowledging differences in professional culture, policy and the structure of prevention delivery within Europe.

The 2011 International Collaborative Prevention Research Award went to EMCDDA staff member Dr Gregor Burkhart for his 'outstanding contribution to advancing the field of prevention science'. This confirms the agency's significant contributions in prevention.

#### **Objective 3.4 To rationalise data collection approaches and tools for demand reduction into a coherent set of responses indicators**

In the area of drug treatment, work progressed within the framework of the new treatment data collection strategy.

The first European estimate of the number of people in treatment was completed and its data sets were included in the Statistical bulletin. Similarly, mapping of specialised syringe outlets in Europe was concluded, as part of the 'syringe availability' indicator and presented in the Annual report and Statistical bulletin.

A revision of the data collection tools 'syringe availability' and 'access to treatment' was carried out for further integration in the new treatment data collection strategy.

Work also started on an EMCDDA Insights on the social reintegration of drug users and a social reintegration module for the Best practice portal.

### **Transversal analysis**

#### **Objective 4.1 To perform combined cross-indicator analysis for monitoring responses**

The analysis of treatment coverage (availability and accessibility of treatment) started in 2011 and will be continued in 2012 as part of the project 'Assessment of national estimates of the number of people in drug treatment' (see also Objective 3.4).

Work on developing a conceptual framework for analysing national and EU-level coverage and trends in harm reduction interventions was carried out in 2011. The results will be reflected in the set of online integrated health and social responses national overviews covering treatment responses and availability and harm reduction responses already mentioned (see Objective 3.1).

An analysis of drug- and alcohol-related problems in nightlife settings was conducted in 2011 with a view to publishing the results in 2012.

#### **Objective 4.2 To perform cross-analysis between epidemiology and response indicators**

In 2011, drafting was completed for the Insights publication *Models of addiction*. The product, to be released in 2012, will support the understanding of drug use in the context of models of dependency and compulsive behaviour. Likewise, the agency also drafted the terms of reference for a new study to map and describe the services that work with minority groups in Europe. Work also started on the 2012 Selected issue on drug-using parents as well as a Thematic paper on drugs and tourism.

## Cross-unit projects

The cross-unit projects (CUPs) were set up in 2010 to ensure the effective coordination of transversal activities in the fields of treatment, prison and modelling.

### **Objective 4.3 To facilitate work in the treatment area to ensure that overall approach is coherent, supportive and scientifically sound**

The Treatment CUP's main objective is to develop and implement a strategy of data collection and analysis on treatment and related areas, in line with the EMCDDA's mandate and the EU drugs action plan for 2009–12.

Important progress was achieved in this area in 2011. The draft framework for the EMCDDA's treatment data collection and analysis strategy was completed and presented to the HFPs. The framework proposes the TDI as the backbone to the strategy, along with treatment system 'maps', a facility survey (among TDI facilities) and a methodological toolkit for estimating the number of people in drug treatment. Each element should enhance treatment planning at national level.

The system maps will provide a one-page graphical model of the treatment system for each country. They will be consolidated in the context of the study mentioned in Objective 3.4.

The development of the treatment strategy will involve consultation with the NFPs and implementation is foreseen during the next three-year work programme.

### **Objective 4.4 To coordinate and scale up work related to monitoring the prison setting through evaluating the availability of prison-related information on drugs at the EMCDDA**

The Prison CUP coordinates and scales-up the agency's work monitoring the prison setting. Efforts focused on evaluating the availability of prison-related information on drugs in order to develop realistic proposals for improvement. The main outcome of this work will be a prison data collection and analysis strategy in 2012.

As part of the data mapping exercise, a number of articles were finalised in 2011 <sup>(\*)</sup>.

Work also started on the 2012 Selected issue on drug use in prison, including a workshop organised during the Reitox academy in March, attended by 33 representatives from the focal points.

### **Objective 4.5 To provide a forum for identifying potential key policy-relevant analyses for future work at the EMCDDA, including an assessment of their operational implications**

The members of the Modelling CUP discuss key policy questions in the drugs field that are suitable for analysis at the EMCDDA, using statistical analysis and modelling techniques.

In 2011, several papers were developed by CUP members. A briefing paper on an introduction to meta-analysis and systematic reviewing was also prepared.

This group ceased activities at the end of the year.

<sup>(\*)</sup> See list of articles in Annex 3.





## Supply and supply reduction activities

### Objective 5.1 To collect, analyse and report on the data on drug-related crime, supply and markets

In 2011, the agency prepared an Insights report on cannabis markets and production in Europe.

The reconstruction of the historical data on drug law offences was concluded in 2011. The series will be integrated into the Fonte system in 2012.

A report on drug couriers in Europe ('drug mules') was finalised and will be published in 2012 as a Thematic paper.

A survey on Europe's specialised drug police units (drug squads) was launched: 28 key informants were identified and questionnaires from 26 countries were completed. The resulting analysis will be released as a technical report.

### Objective 5.2 To further analyse and report on drug markets in Europe

The EMCDDA and Europol joint publication *Amphetamine: a European Union perspective in the global context* was released in 2011, providing an in-depth analysis on the illicit market in amphetamine. The report highlights the role of cooperation between law enforcement agencies in different countries, stressing that there is a need for a better understanding of illicit amphetamine markets in order to underpin more effective and informed policy responses.

The joint EMCDDA–Europol publication on ecstasy production, trafficking and markets in Europe, planned for 2011, was delayed and will now form part of a strategic overview of drug markets with Europol, to be released in 2012.

### Objective 5.3 To support the definition, development and adoption of key indicators in the area of supply, drug-related crime, supply reduction and drug market indicators

Following the conclusions of the first European conference on drug supply indicators in 2010, significant steps were taken in this area in 2011.

The EMCDDA launched a call on its website for contributions to help develop potential indicators in the areas of drug markets, drug-related crime and drug supply reduction. Three working groups were set up, including professionals from law enforcement, forensic science, academia, the NFPs, the EC, Europol, Eurojust, CEPOL, UNODC and the Council of Europe (Pompidou Group). The working groups reviewed the state of the art in each area and discussed potential elements and methodologies for the KIs. The discussions held will directly inform proposals for the KIs in the three areas, to be developed and agreed upon at the second European conference on drug supply indicators, planned for 2012.

Developing drug supply indicators involves close collaboration with external partners. Eurojust and the EMCDDA agreed to develop their cooperation, leading to a joint publication within the next three years. Meanwhile, collaboration with CEPOL gathered pace in 2011. The EMCDDA made presentations at CEPOL events in 2011, and in 2012 senior police officers will visit EMCDDA as part of CEPOL's exchange programme.

As mentioned in the section on unplanned activities later in this report, at the request of Commissioner Cecilia Malmström, the briefing note *Cocaine: a European Union perspective in the global context* was drafted to support the Commissioner's speech at the G8 summit in France on 10 May 2011.

## Monitoring new trends and developments and assessing the risks of new psychoactive substances

### Implementation of the early warning mechanism

**Objective 6.1.1 To implement effectively the aspects of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of new psychoactive substances that fall within the remit of the EMCDDA, such as the early warning system and risk assessment exercise**

Council Decision 2005/387/JHA on the information exchange, risk assessment and control of new psychoactive substances established a mechanism for a rapid exchange of information on new psychoactive substances, the EWS. With the collaboration of Europol, the EMCDDA was assigned the role of collecting the relevant information from the Member States and with analysing and communicating the data to all the Member States, the EC and the EMA.

As in previous years, in 2011 the EMCDDA and its partners continued to implement the early warning system. A record 49 new psychoactive substances were identified for the first time in the EU and notified to the Member States, Europol, the EMA and the EC through the EWS. 52 new substance profiles were prepared and included in the EDND. In total, more than 200 substance profiles were updated.

In order to successfully implement the EWS, technical assistance was provided in the form of information on identification, chemistry, effects, encounters, legal status and available scientific literature.

A key event in the 2011 calendar was the First International Multidisciplinary Forum on New Drugs (Forum on New Drugs), held in Lisbon on 11–12 May. The event was attended by over 100 experts, including EWS network members, representatives from the EC, Europol and the EMA, and experts from Australia, Belarus, Canada, Hong Kong SAR (Special Administrative Region), Israel, Japan, New Zealand, Russia, Switzerland, Ukraine and the United States.

The purpose of the forum was to take stock of the current state of play in the area of new drugs, to anticipate future challenges and to identify common anchor points that can help inform future actions. As a follow-up to the forum, the second international forum on new and emerging psychoactive substances will be co-organised in 2012 by NIDA from the United States and the EMCDDA.

Another major event was the Reitox academy on new psychoactive substances and the EWS held in Tirana, Albania for Instrument for Pre-accession Assistance (IPA) beneficiaries, under the IPA 3 project. Invited speakers included Europol, the Italian NFP and the Hungarian NFP.

Implementation of longer-term monitoring of new psychoactive substances continued in 2011. The collection of the 30 EWS final reports will be released as an online product in 2012.

In 2011, the EMCDDA undertook a series of actions to assist the EC with the assessment of Council Decision 2005/387/JHA. This included drafting a briefing note on *New psychoactive substances and polydrug use* for the Commissioner for Justice, Fundamental Rights and Citizenship, Viviane Reding; attending a meeting of the Commission Inter Service Steering Group and a workshop for discussing the possible revision of Council Decision 2005/387/JHA; as well as various presentations within the HDG of the Council of the European Union to inform the Member States about the development in the area of new psychoactive substances.

The EMCDDA also published the opinion of its Scientific Committee in *Scientific aspects of the risk assessment on new psychoactive substances*, as well as a *Summary of EMCDDA-*

*Europol Annual reports on the implementation of Council Decision 2005/387/JHA.*

The policy briefing *Responding to new psychoactive substances* was published in 25 languages as part of the 'Drugs in focus' series (see Objective 7.1 for details).

The *Report on the risk assessment of mephedrone in the framework of the Council Decision on new psychoactive substances* was released in May. The publication presents the summary findings and the conclusions of the risk assessment on mephedrone, carried out in 2010.

No EMCDDA–Europol joint report on new psychoactive substances was prepared in 2011. This followed the conclusions of the assessment made at the 2010 EMCDDA–Europol annual coordination meeting and other data which pointed towards the fact that none of the new psychoactive substances monitored met the criteria for a joint report in 2011.

Work on the EMCDDA Monograph on new groups of psychoactive substances in Europe continued with a view to producing a final text ready for publication in 2012.

#### **Objective 6.1.2 To integrate new information sources and enhance cooperation with forensic science networks**

Two snapshot Internet monitoring exercises were conducted in January and July 2011, in 18 EU and two non-EU languages. A master list of around 750 online shops was developed and a paper on the subject was published along with the Annual report.

Further links to forensic/toxicology laboratory networks were developed. The EMCDDA attended the annual meeting of the European Network of Forensic Science Institutes (ENFSI) and provided ad hoc advice to the group.

One new online drug profile (*Salvia divinorum*) was published and the drug profile on 'kratom' was finalised and submitted for publication. In addition, 18 drug profiles were updated in 2011 and are available online in English, French and German.

#### **Objective 6.1.3 To maintain transparency and accountability and to strengthen cooperation with key partners**

Please refer to the text under Objective III.1.1 in Chapter 3 for a detailed account of the activities implemented with key partners.

The EMCDDA–Europol 2010 Annual report on the implementation of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of new psychoactive substances was published presenting the results and key achievements for that year.

#### **Emerging trends**

##### **Objective 6.2.1 To further develop an integrated approach for data collection, monitoring and reporting on emerging drug trends**

A policy briefing on khat was published in 25 languages as part of the 'Drugs in focus' series. The paper presents the challenges associated with the spread of khat consumption in the EU.

A case study on 'Diffusion and patterns of spread for new psychoactive drugs in Europe' [including mephedrone, 1-benzylpiperazine (BZP) and 1-(3-chlorophenyl)piperazine (mCPP)] was drafted and will be part of the future Monograph on new groups of psychoactive substances in Europe.

Likewise, a conceptual framework and approach for monitoring trends was developed.



### **Objective 6.2.2 To pilot new data sources and a trendspotting network**

As already mentioned, the EMCDDA implemented a 'snapshot' exercise to monitor the market of the new drugs/'legal highs' available on the web (see Objective 6.1.2). An article on the methodology used for this exercise was published in *Markets, methods and messages – dynamics in European drug research* (see Annex 3 for details).

Research work on a methodology for monitoring the misuse of medicines was completed and a new study on the health consequences related to the misuse of psychoactive medicines was launched.

To help monitor new topics, a 'trendspotting' group was set up. The first meeting on heroin took place in October. The meeting aimed to increase understanding of the 2010/11 heroin shortage reported by some European countries, to explore issues of drug replacement and to undertake a first pilot of EMCDDA 'trendspotter' methodology. Sixteen invited experts presented data on recent trends in heroin use and availability, providing insights from different disciplinary perspectives. The conclusions to the meeting were presented in a brief report.

A meeting also took place on the issue of wastewater analysis and a new webpage devoted to this area was launched <sup>(10)</sup>. A follow-up meeting hosted by the KWR Watercycle Research Institute in Nieuwegein, Netherlands, took place in May. On the same theme, a study to estimate population drug use in more than 15 European cities through wastewater analysis was launched.

## **Improving Europe's capacity to monitor and evaluate policies**

### **Objective 7.1 To increase analysis of national laws and legal basis for interventions and increase their visibility**

The policy briefing *Responding to new psychoactive substances* was published in 25 languages in the 'Drugs in focus' series. The paper describes some of the practical and legal obstacles facing Member States when responding to such new substances. It underlines the importance of national EWS in detecting and identifying new substances as the first step towards assessing the risks of, and ultimately controlling, potentially dangerous new drugs.

At the annual legal correspondents meeting, Member States exchanged information on national and EU legal updates, including laws controlling new drugs and trafficking laws.

One new topic overview, on prison penalties, was drafted and sent to the legal correspondents network members for review. This will be uploaded to the European Legal Database on Drugs (ELDD) once completed.

A concept paper for a legal responses index was prepared and presented at the legal correspondents meeting. In addition, an abstract was submitted to, and accepted by, the sixth annual conference of the International Society for the Study of Drug Policy in May 2012.

The use of the ELDD was actively promoted in 2011, via presentations delivered at various international events attended by EMCDDA staff, as well as relevant publications (see Annexes 3 and 4 for more details).

<sup>(10)</sup> <http://www.emcdda.europa.eu/wastewater-analysis>

**Objective 7.2 To examine specific drug policy models and better understand decision-making processes at the European, national and local levels**

A new EMCDDA series called ‘Drug policy profiles’ was launched in 2011. This series aims to describe the main characteristics of national drug policies in Europe and beyond in order to help readers — from researchers to policymakers — gain a better understanding of the way in which countries control drugs and respond to drug-related security, social and health problems. The series also presents funding sources/bodies and mechanisms involved as well as future challenges. The first profile on Portugal was released on 23 June. It describes the drug policy implemented in Portugal: the subject of considerable media attention and debate.

Work on a study on drug policy advocacy groups in Europe also started in 2011, to be released in 2012.

**Objective 7.3 To develop quality standards, guidelines in the drug policy evaluation field**

Work on the European guidelines for the evaluation of national drug strategies (EMCDDA Manual) progressed in 2011. An online section on the evaluation of national drug strategies and action plans was also created, to be completed in 2012.

Under the same objective, the agency provided support and advice for the external evaluation of Croatia’s national drug strategy.

**Objective 7.4 To provide ongoing support to the EU drug policy review**

As a contribution to the evaluation of the 2005–12 EU drugs strategy and two action plans, the EMCDDA provided the EC with a report on the main trends and changes in the European drug situation and in the responses developed by EU Member States in four main areas: drug use and drug-related problems; drug supply; drug policies; and demand reduction interventions. Furthermore, the EMCDDA participated in all steering and expert group meetings related to the evaluation process and provided feedback on intermediate and draft final reports.

**Objective 7.5 To fine-tune the standard table on public expenditure to allow better understanding of costs related to implementation of drug policies**

In 2011, a preliminary analysis of the public expenditure data collected by the agency was carried out and an internal technical report called ‘Defining the EMCDDA’s strategy on public expenditure’ was drafted.

**Objective 7.6 To develop economic analysis on drug issues**

The paper ‘Unemployment and drug treatment’ was finalised in 2011 and an editorial to a scientific paper on drug policy was prepared (see Annex 3).

**Good practice, guidelines and quality standards, and cooperation with the scientific community**

**Objective 8.1 To further develop and encourage exchange of information on evidence-based interventions**

In 2011, the EMCDDA continued to participate in the *Study on the development of an EU framework for minimum quality standards and benchmarks in drug demand reduction (EQUUS)*,

the project on minimal quality standards funded by the European Commission. The project ended in autumn, and a follow-up project is currently under consideration.

A comprehensive strategy to establish a best practice communication platform was presented at a workshop attended by 20 NFPs. After collecting and analysing issues of relevance to professionals around Europe, the participants drew up a list of new topics to be included in the Best practice portal. A short online survey to assess the usage of EDDRA was prepared and will be launched in early 2012.

### **Objective 8.2 To further develop the Best practice portal supporting evidence-based interventions**

As already indicated, the Best practice portal along with EDDRA were constantly updated throughout the year. Meanwhile, the treatment module of the portal was further developed and updated.

The EMCDDA Selected issue *Guidelines for the treatment of drug dependence: a European perspective* was launched with the Annual report. This focuses on improving treatment quality by the development of guidelines, using existing ones as a starting point.

A policy briefing on 'Minimum quality standards of interventions' was drafted, based on the results of the EQUS project (see Objective 8.1).

During the course of the year, work also started on the 2012 product called 'Therapeutic communities in Europe'.

### **Objective 8.3 To facilitate access to drug-related science and research and promote cooperation with the scientific community**

The agency continued to prepare its overview of drug-related research in the EU and Member States, uploading relevant information to the website. Sources include ERA-Net, Marie Curie Actions and the seventh Framework Programme for Research and Technological Development (FP7). An analysis of the 2012 FP7 and Public Health programmes was completed and made available on the website <sup>(1)</sup>.

To support academic training programmes in the area of drugs and addiction, a new collaboration started with the Instituto Superior das Ciências do Trabalho e da Empresa (ISCTE) in Lisbon. This collaboration will lead to a summer school programme on 'Drugs in Europe: supply, demand and public policies' in 2012 <sup>(2)</sup>.

In addition, a policy briefing on drug-related research was drafted, to be published in 2012 in the 'Drugs in focus' series.

An overview of training activities delivered by agency staff was prepared in 2011. Initiatives include: contributions to training networks, academic traineeships/fellowships/study visits, traineeship programmes and lectures given by EMCDDA staff to visiting university students.

To foster and encourage collaboration with the Scientific Committee, sessions on each main area of the agency's work were held during the Committee's November meeting.

To further support the agency's networking with the scientific community and relevant organisations, another new initiative, the Scientific Paper Award for articles published the

<sup>(1)</sup> Available at: <http://www.emcdda.europa.eu/html.cfm/index61816EN.html> and <http://www.emcdda.europa.eu/html.cfm/index71082EN.html>

<sup>(2)</sup> Information available at: <http://www.drugsummerschool.cies.iscte-iul.pt/np4/home>

previous year in peer-reviewed journals was developed with the active involvement of the Scientific Committee. Over 50 eligible entries from 13 countries were received in this first year. The articles covered a variety of disciplines, nationalities and languages. Entries were analysed by a jury consisting of members of the Scientific Committee and scientific staff and five winners were awarded a prize during a ceremony held in Lisbon on 14 November.

Under the same objective, the agency has been actively following the activities of the International Society of Addiction Journal Editors (ISAJE). The agency will host the 2012 annual meeting of the network.

### Unplanned activities

Responding to needs is an ongoing priority for the EMCDDA. However, the rapidly-changing nature of the drugs situation in Europe means that this is a major challenge for the agency: we need to be able to prioritise and show flexibility.

In this respect, 2011 was particularly demanding and the range of unplanned activities had a clear impact on the agency's work programme.

One such activity was the briefing note *Cocaine: a European Union perspective in the global context* prepared for the European Commissioner for Home Affairs, Cecilia Malmström and used as the background document for the speech she gave at the G8 meeting in Paris in May.

Similarly, the EMCDDA also contributed to the definition of objectives for the new policy cycle within the Council's Standing Committee on Operational Cooperation on Internal Security (COSI) of the European Union. In addition, the EMCDDA was asked by the European Commission to prepare a strategic overview of drug markets with Europol (see Objective 5.2).

Although not an unplanned activity per se, the record number of 49 new psychoactive substances identified for the first time in 2011 represented a considerable volume of work and stretched resources. This had the effect of delaying publications from the 2011 work programme.

Unforeseen developments also reshaped the work of the agency in other areas, such as key epidemiological indicators and demand reduction responses. The outbreak of HIV cases in injecting drug users in Greece and Romania required a rapid assessment exercise. This was complemented by the joint guidance report on prevention and control of infectious diseases among people who inject drugs.

Other examples of unplanned activities included providing EMCDDA data on an ad hoc basis to various bodies, including NGOs and international organisations. Although responding to such demands is vital, and reflects the EMCDDA's role as a centre of excellence in drugs, responding to external requests inevitably has an impact on the agency's resources.





## Chapter 3

### Supporting drug policy dialogue and technical cooperation

#### International cooperation and collaboration with partners

##### EU institutions, agencies and civil society – Objective III.1.1 To ensure effective collaboration with European institutions, agencies and civil society on drug-related issues

In 2011, the EMCDDA continued to support drug policy dialogue at EU level by providing expertise and technical information to the European Parliament, the Council and the EC.

In terms of collaboration with the European Parliament, on 29 June the agency participated in the public hearing on new psychoactive substances, organised by MEPs Elena Oana Antonescu and Boguslaw Sonik at the European Parliament in Brussels and on 19 October, the Director participated in the European People's Party Group hearing on 'Rehabilitation of former prisoners'. The introduction and conclusions of the hearing were held by MEP Salvatore Iacolino, Vice Chairman of the Civil Liberties, Justice and Home Affairs (LIBE) Committee. Similarly, as in previous years, the Director presented the Annual report to the LIBE Committee on 29 November in Brussels.

On 30 November 2011, the EMCDDA participated in a World AIDS Seminar, hosted by MEP Marina Yannakoudakis, at which the EMCDDA and the ECDC presented their joint guidance, *Prevention and control of infectious diseases among people who inject drugs*.

Regarding its collaboration with the Council of the European Union, the EMCDDA played an active role in all of the HDG meetings; the political dialogues between the EU and Western Balkans, Turkey, USA and Central Asian countries; the EU–Moldova and Azerbaijan dialogue on drugs and the EU–Georgia and Armenia dialogue on drugs; and meetings of the National Drugs Coordinators. The EMCDDA participated in the high-level meeting of the EU/LAC Mechanism of Drugs in Bogotá, as well as at its technical committee.

In addition, the agency actively contributed to the Polish Presidency conference on cooperation with east European countries. The conference conclusions encouraged closer cooperation between these countries and the EMCDDA, as well as using the European/EMCDDA standards when developing data collection mechanisms.

On 7 October, the agency participated in the first meeting of the European Commission's Inter-service Steering Group (ISSG) for the impact assessment on the revision of Framework Decision 2004/757/JHA on drug trafficking. In addition, EMCDDA representatives attended the experts' seminar on drug trafficking in November. Furthermore, the agency participated in the ISSG for the Impact Assessment revision of Council Decision 2005/387/JHA, organised by the Commission.

Cooperation with the EC was reinforced in 2011 and coordination meetings took place throughout the year. The EMCDDA contributed to the 2009–13 report by the Commission on monitoring the implementation of the EU Commission Communication and Action Plan to Combat HIV/AIDS in the EU and Neighbouring Countries. The agency also provided comments on the Comparability Sheet for the Use of Illicit Drugs (drug prevalence) developed by the European Community Health Indicators Monitoring (ECHIM) project.

Throughout the year, the EMCDDA was in contact with the Executive Agency for Health and Consumers on issues related to EC-funded projects in the area of drug-related infectious diseases.

On another level, the EMCDDA informally consulted with its key stakeholders – including the European Parliament and the EC – for the preparation of its 2013–15 strategy and work programme.

2011 also saw important developments in collaboration with other EU agencies. One of the most active exchanges was with Europol, namely for the development of supply and supply reduction indicators. This included Europol's participation in the early warning system annual meeting and the First Forum on New Drugs, as well as the contribution to the three working groups on drug markets, drug-related crime and drug supply reduction in October.

As already presented, another highlight of the successful cooperation between the two agencies was the launch, in December, of the EMCDDA–Europol Joint publication *Amphetamine: a European Union perspective in the global context*. Similarly, the EMCDDA contributed to Europol's 2011 Organised Crime Threat Assessment (OCTA).

Collaboration with the EMA continued within the framework of the new working arrangement between the two agencies signed in 2010, including preparing a draft proposal for the joint implementation by the two agencies of Regulation (EU) No 1235/2010, Article 28c.

Relations with CEPOL also intensified during the year. The EMCDDA Director visited CEPOL in September; the EMCDDA contributed to the training of high-level police representatives; and CEPOL participated in the First Forum on New Drugs, as well as in the working group on drug supply reduction.

Important steps were also taken in the collaboration with Eurojust, namely with the agencies agreeing to sign a cooperation agreement. The EMCDDA made a presentation at the Strategic Seminar on Drug Trafficking, organised by Eurojust during the Polish Presidency.

A close working relationship with the ECDC also blossomed in 2011. Joint publications included the guidance on injecting drug users and the risk assessment report on the HIV outbreak in IDUs in Europe. The two agencies also worked together to prepare various events, and visited Greece in October in the context of the HIV outbreak.

In terms of cooperation with other EU agencies, the EMCDDA provided comments on the report of the European Food Safety Agency (EFSA) on the assessment of public health risks of opium alkaloids in poppy seed.

In 2011, the EMCDDA also actively contributed to the JHA heads of agencies' meetings. The EMCDDA is increasingly involved in law enforcement initiatives by collecting and providing information on drug markets, the supply of drugs and supply reduction. This has been mainly achieved through cooperation with other JHA agencies such as Europol, CEPOL and Eurojust, as well as through active involvement in EC and Council initiatives.

The EMCDDA's work in relation to civil society included partaking in the EU civil society forum on HIV/AIDS. At the April meeting, the agency presented recent developments in the area of HIV, together with the *Guidelines for testing HIV, viral hepatitis and other infections in injecting drug users*, launched in 2010. In the December meeting of the same forum, the EMCDDA presented the joint ECDC–EMCDDA guidelines and the risk assessment report. Links with other civil society groups were also maintained by staff members.



### International partners – Objective III.1.2 To pursue technical cooperation with international partners on best practices in monitoring the drug situation

In 2011, there was an active exchange of expertise, data and methodological information and tools with international partners such as UNODC, WHO, the Council of Europe Pompidou Group, CICAD (the Inter-American Drug Abuse Control Commission), WCO, Interpol and the Maritime Analysis and Operation Centre – Narcotics (MAOC-N).

EMCDDA staff visited UNODC in March to discuss current drug trends, the new joint work programme and areas of common concern and cooperation. Both entities maintain a regular exchange of ideas and information. The EMCDDA is also a member of, and actively contributes to, the UNODC Global SMART (Global Synthetics Monitoring: Analyses, Reporting and Trends) Programme.

Regarding our work with WHO, a coordination meeting took place to discuss current and future cooperation. The agency contributed to the WHO Health in Prison Steering Group meeting, and an expert from WHO attended the EMCDDA Reitox academy on drug use and drug-related health problems in prison.

Contributions by WHO and the EMCDDA to the revision of the Technical Guide for countries to set targets for universal access to HIV prevention, treatment and care for IDUs previously published in 2009 should also be mentioned here.

WHO, UNODC and CICAD experts were involved in the first Forum on New Drugs organised by the EMCDDA, along with the European agencies previously mentioned.

In terms of collaboration with the Council of Europe Pompidou Group, the EMCDDA was invited to give a lecture as part of an executive training for policymakers organised by the Pompidou Group in October. The agency also attended the Pompidou Group MedNET meeting called 'Workshop on the creation of national observatories or resource centers'.

A joint statement on scaling up cooperation between ESPAD and the EMCDDA was signed in December, during the annual meeting of the ESPAD network, hosted by the EMCDDA in Lisbon.

2011 also saw developments in cooperation with Canada and the United States. This included the symposium on drugs and driving, which took place in Montreal in July, with the objective of working towards the development of a comprehensive framework for addressing the drugs and driving problem. The EMCDDA was co-organiser, together with the Canadian Centre on Substance Abuse (CCSA) and the Office of National Drug Control Policy (USA).

In 2011, the agency also promoted its approaches and working methods, using the joint publication *Building a national drug observatory: a joint handbook* produced previously. This was achieved by attending the Pompidou Group's MedNET activities and training activities on building national drug observatories, organised jointly with CICAD and delivered as a side-event at the EU-LAC mechanism meeting (Colombia, June) and at the fourth Biennial Meeting of the Caribbean National Observatories on Drugs (Port of Spain, September).

A side-event during the 2011 Commission of Narcotic Drugs (CND) event in Vienna was dedicated to capacity building and development of monitoring systems at national level with the long-term objective of helping and supporting countries and the UN system in reporting on countries' activities in responding to drug problems.

Dissemination of know-how was also achieved through IPA project training sessions, the COPOLAD project and visits to the agency. Examples from 2011 include the visit by the Russian Federal Drug Control Service (FDSCS) delegation and the Central Asia Drug Addiction Project (CADAP) seminar organised for the delegation from Kazakhstan.



Transfer of knowledge was also possible through the participation of two experts from the Russian National Centre on Drug Addiction Research and the Ukrainian Medical and Monitoring Centre for Alcohol and Drugs in the technical meeting on DRD indicators and the expert meeting on DRID indicators, respectively.

In 2011, the EMCDDA also provided significant contributions to various international conferences and expert meetings. The detailed list of events attended by EMCDDA staff can be found in Annex 4 to this report.

**European Neighbourhood Policy (ENP) countries and other third countries  
– Objective III.1.3 To provide technical support to the ENP countries for their potential future participation in the work of the EMCDDA**

A regional scientific seminar on the importance of data collection was held in Kiev in September. 27 participants from ENP countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) took part. The main thrust of the seminar was to confirm the need for structured cooperation between these countries and the EMCDDA.

**Objective III.1.4 To coordinate, facilitate and support cooperation between the EMCDDA and other non-EU countries and organisations**

In accordance with its remit, the EMCDDA was required to support the EC in relation to negotiations with non-EU countries regarding their future participation in the work of the Centre. In 2011, this focused on providing information about one accession country (Croatia) and one candidate country (Turkey).

Implementation of the MoUs with Ukraine and Russia was underway in 2011. A request from Moldova received endorsement by the Management Board and the MoU will be signed in 2012.

The aforementioned EMCDDA–CICAD joint handbook was released in Croatian and Turkish in February as well as in Russian and Arabic. The Turkish version was presented at the first national conference organised in February and the Croatian version was launched later in the year in Zagreb. The Spanish, English and French versions were presented at EU–LAC and COPOLAD meetings in Bogotá and three introductory workshops to the handbook were organised in Israel and Colombia.

The process for elaborating country overviews for non-EU countries were revised in 2011 with country overviews for IPA beneficiaries being placed on the website in both English and the national language concerned.

A delegation from Kazakhstan visited Lisbon in July under the framework of the Central Asia Drug Action Programme (CADAP). The terms of reference for a joint CADAP–EMCDDA study visit programme to be organised in 2012 were agreed at this time.

It is also appropriate to mention here the EMCDDA's contribution to the international conference 'Synthetic drugs, an emerging phenomenon in Latin America', which took place in November in Cartagena, Colombia. The EMCDDA delivered a presentation and provided input for the conference's conclusions and recommendations.

**Technical assistance to candidate and potential candidate countries – Objective III.1.5 To prepare the candidate and potential countries to the EU for their participation in the EMCDDA**

The IPA 3 project covering candidate and potential candidate countries aims to further strengthen the capacity of IPA beneficiaries (Albania, Bosnia and Herzegovina, Croatia,



Former Yugoslav Republic of Macedonia, Kosovo (under UNSCR 1244/99), Montenegro, Serbia and Turkey) to set up a drug information system compatible with EMCDDA standards. Project activities focus on the following specific objectives:

Objective I: to provide assistance in establishing or strengthening of a national focal point with a view to its future inclusion in the Reitox network;

Objective II: to provide direct support to data collection activities and national reporting packages;

Objective III: to establish and strengthen institutional relations with partner countries, in liaison with EU institutions and international organisations.

#### 'IPA 3 in a nutshell' – Main achievements in 2011

- 8 updated country overviews published on the EMCDDA's website (!).
- 6 updated 'information maps' and 6 national action plans on drugs information systems (NAPDIS) covering Bosnia Herzegovina, the Former Yugoslav Republic of Macedonia, Serbia, Albania, Montenegro and Turkey.
- 7 national reports.
- 3 ESPAD school survey reports.
- 3 Reitox academies on national reporting and quality assurance, new psychoactive substances and the early warning system and monitoring and reporting drug-related deaths.
- A needs assessment report for Kosovo (under UNSCR 1244/99).
- A problem drug estimate survey report in Turkey.
- A general population survey study report in Croatia.
- An evaluation of the drug strategy report for Croatia.
- Translations of the protocols of the five epidemiological KIs, as well as the EMCDDA-ECDC 'joint guidance' publication into all the national languages of the project beneficiary countries.

IPA 3 ended in November and a new project proposal was submitted to the EC for approval. The next phase of the project will continue to support the beneficiaries as they prepare to take part in the work of the EMCDDA, namely by using the NAPDIS mentioned in the above box as a starting point for further actions.

(!) Available at: <http://www.emcdda.europa.eu/publications/country-overviews>





## Chapter 4

### Supporting the achievement of results

#### Communicating the EMCDDA's findings to external audiences

##### Up-to-date and pertinent communication strategy – Objective IV.1.1 To update the EMCDDA's communication strategy

Preparatory work for updating the communication strategy was undertaken in the context of the systemic review of tools. Editorial and dissemination processes were reviewed and an initial assessment was made of the strengths and weaknesses of EMCDDA products. This will be further developed in 2012.

##### Timeliness and quality of the EMCDDA products – Objective IV.1.2 To ensure publication of high-quality and timely products in line with targets committed to in the 2010–12 work programme

During the course of the year, 32 English-language printed or online publications, along with various translated versions, as well as 39 scientific articles written or co-authored by EMCDDA staff were published. The agency's website was continually improved and enhanced, adding new sections on specialist topics as required. Each product launch was accompanied by targeted promotional activities.

As soon as publications were finalised, they were distributed to stakeholders, partners, policymakers, practitioners and interested individuals. In 2011, 13 printed publications were distributed, some of them in multiple languages.

As already mentioned in Chapter 2, the Annual report package and the measures taken to promote its content, played an important part in the agency's efforts to ensure the widest dissemination of its work.

Four editions of the quarterly newsletter *Drugnet Europe* were produced in 2011 with a focus on highlighting articles by EMCDDA staff. An agreement with EBSCO Publishing (USA) started running. This grants the publisher the right to include the content of the newsletter in its databases, increasing the visibility of both the product and the EMCDDA.

Publications/outputs were launched via press or marketing activities. Channels for these activities were news materials, *Drugnet Europe*, the public website, the EU Bookshop and specialist news services such as DS Daily. EMCDDA products were also displayed at key drugs-related events.

As regards additional framework contract(s) to support the production of outputs, a framework supply contract for the supply of EMCDDA stationery (DPI Cromotipo, Portugal) was implemented in January and a contract for editing/proofreading services started in the second half of the year (Prepress Projects, UK). A service contract for media monitoring was implemented in October.

#### Getting the medium right

##### Objective IV.1.3 To develop online tools corresponding to audience needs and responsive to developments in technology

Work to reorganise the agency's public website progressed well in 2011. Nine topic pages were developed and the new drugs area was revamped. Work continued on the policy and law section, and a new homepage was conceived.

A project to develop an events management tool started. In the meantime, the Intranet has been reorganised to better link previous event-related pages in one table with additional information and documents attached.

#### **Objective IV.1.4 To assure better quality and relevance of multilingual products**

NFPs continued to provide feedback on the translation quality of multilingual products. This was done on an ad hoc basis using the form provided for this purpose by the EMCDDA.

A full review of all products (series, layouts, print or PDF formats and so on), including language policy, will be undertaken in 2012.

#### **Valorising outputs – Objective IV.1.5 To optimise dissemination activities**

With the aim of reviewing dissemination channels and assessing their value and their principal target audience, a *Drugnet* survey was launched in the summer. The results will be prepared in 2012.

Monitoring of the EMCDDA activities to disseminate results and information was improved in 2011, using the e-COM in-house tool. EMCDDA publications were provided to more than 40 drug-related events and conferences.

Work to analyse print runs and make use of the more flexible and less costly print-on-demand options offered by the EU Bookshop continued in 2011. Print runs were analysed on a publication-by-publication basis and adjusted to save print and storage costs. Further analysis on print runs/printing as an option will be undertaken in the review of all products in 2012.

At the same time, ongoing dialogue with focal points was conducted, with the aim of improving national distribution channels. Focal points are given the opportunity to amend quantities of forthcoming products according to their distribution needs.

#### **Responding better to differentiated needs – Objective IV.1.6 To ensure that different target groups are reached with the most suitable channel/product**

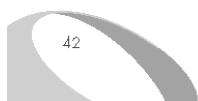
Initial steps for stakeholder mapping were made through the *Drugnet* survey (see Objective IV.1.5).

In terms of reaching practitioners, recent manuals were disseminated to subject-specific experts and health media contacts were added to the contact management system.

In 2011, the EMCDDA continued to serve citizens through appropriate use of website and social media and by launching awareness-raising products on international days. A significant redesign and reorganisation of the website was introduced in September, to make it more user friendly.

The use of social media is now an integral part of the EMCDDA's communication strategy and, along with RSS feeds, gives users a wide range of possibilities to keep up to date with the EMCDDA's latest news. The EMCDDA Facebook profile was launched in the middle of the year and had accumulated more than 300 'likes' by the end of 2011. Twitter became an established means of communicating with the target audience and around 700 new followers were registered during the year.

An increased number of international days were observed in our communications in 2011: International Women's Day; World Water Day; World TB Day; Europe Day; International Day against Drug Abuse and Illicit Trafficking; World Hepatitis Day; World AIDS Day.





**Promoting active communication (media relations, events, briefings and conferences)**  
**– Objective IV.1.7 To enhance the EMCDDA's reputation and recognition as the European central reference point and authoritative information source in the drugs field**

In order to promote a cohesive and shared approach to representation activities across the EMCDDA, the agency continued to pay attention to brand-related activities in 2011, including offering corporate identity training to newcomers and branding the premises.

The 'Representing the EMCDDA' project aims for coherent communication by all agency staff. Following preparatory work in 2011, the project activities will kick off in 2012.

Promoting excellence in public speaking, speech writing and presentation delivery was again a priority in 2011. Three writing skills training sessions were organised with a focus on administrative writing and clear writing.

The EMCDDA was heavily involved in events in 2011, the high points being the Forum on New Drugs, Europe day initiatives and the International Drugs Day, to mention but a few. Other key events were serviced with publications and displays, such as the CND, the Europe HIV conference in Tallinn and the Drugs and Driving conference in Canada.

In order to enhance the EMCDDA's reputation as the European hub for information and expertise in the drugs field, the agency nurtures partnerships with journalists as major conduits to raising awareness and reaching our target audiences.

During the Annual report launch in November, some 25 journalists from Member States were invited to the EMCDDA to cover the event, along with a small selection of the Brussels press corps. Similarly, press office activities developed our contacts with journalists.

Throughout the year, press office activities contributed to a variety of projects with European and international entities, including documentaries or other visual productions. A total of 13 news releases were produced, along with seven fact sheets; one Message from the Director; and one Conclusion on the Forum on New Drugs.

Considerable investment was again made in 2011 in assessing the impact of the EMCDDA's media work. The Kantar Media analysis on the launch of the Annual report covered 30 countries, as well as other international and European media.

Preliminary figures show that some 1900 items of coverage were tracked in this monitoring exercise in 2011, down on 2010 figures (2 279 items). Around half of all Annual report coverage in 2011 came from four countries: Germany, the United Kingdom, Spain and Portugal. Coverage was sourced from 64 countries in total, compared with 51 in 2010.

The analysis also included figures on advertising value equivalent (AVE) and opportunity to see (OTS) relating to the coverage. These give an approximate indication of the benefit to the EMCDDA from the media coverage. The total AVE for all coverage in 2011 was EUR 2 798 251, (falling from EUR 5 580 391 in 2010). The total OTS figure for 2011 was 349 167 513 (up from 299 664 697 in 2010).

A communication performance analysis regarding the launch of the report in the Portuguese media was also commissioned. This covered the written press, television, radio and online news and revealed the publication of 113 news items (down from 130 in 2010), reaching in the region of 10 million readers (12 million in 2010). The estimated AVE of this coverage was EUR 257 332 (EUR 413 027 in 2010).

The EMCDDA continued its monthly reporting cycle on press requests and coverage via press activity reports. Press reviews were also compiled in the wake of key events (Forum on New Drugs, International Drugs Day on 26 June).

In the course of the year, the EMCDDA press office received around 170 requests from the media (down from around 250 in 2010) and 2 560 articles were tracked, although it is likely that the actual total could be higher (!).

Noteworthy in 2011 was collaboration with entities on audiovisual productions (e.g. ARTE 'La guerre de l'opium'; YLE Finland; SBS Australia; Fox News USA) and interviews with non-European media on Portugal's drug strategy in the global context (e.g. *The New Yorker*).

**Supporting scientific knowledge and research (library and documentation services) – Objective IV.1.8 To ensure access to information and recent scientific publications for EMCDDA staff through reliable and efficient information, library and documentation services**

Regular topic-specific bulletins were disseminated and comprehensive information was made available to staff. 2011 saw a steady increase in the number of library enquiries. The agency maintained facilities conducive to study and research. An assessment of the impact of the library and information services was carried out in 2011 via a survey questionnaire and the resulting report will be finalised in 2012.

## **Governance, management and networks**

### **Internal organisation**

#### **The external evaluation of the EMCDDA**

The EMCDDA's recast Regulation, together with the Financial Regulation and the principles of sound and efficient management, requires that the agency be evaluated on a regular basis. Article 23 of the recast Regulation specifically stipulates that the EC should initiate an external evaluation of the EMCDDA every six years to coincide with the completion of two of the agency's three-year work programmes.

The third external evaluation was launched by the EC in 2011 and will be completed in 2012. As a member of the steering committee, the EMCDDA provided input to the definition of the terms of reference and participated in all the meetings organised by the EC.

In addition, an internal steering group composed of key EMCDDA staff was established to coordinate input to the exercise. The final report will be submitted in 2012 and will inform the three-year strategy and work programme for 2013–15.

#### **Data protection activities**

In July 2011, a new Data Protection Officer (DPO) was appointed. The new incumbent attended the DPOs' network meeting in Strasbourg and maintained a regular exchange of views with fellow DPOs. Various topics raising data protection issues were identified and discussed in-house with the staff members responsible.

(!) This total represents the articles tracked via our monitoring services and not proactive searching on the Internet. This total is therefore likely to be an underestimate of the total number of articles citing the EMCDDA in 2011.

### Director – main activities

Through his representational work, the EMCDDA Director, Wolfgang Götz, helped increase the agency's credibility and visibility by building and improving partnerships with EU institutions and bodies, EU Member States, non-EU countries and third country organisations.

#### *EU institutions*

The Director's main action in the European Parliament was the presentation of the EMCDDA's 2011 Annual report to the LIBE Committee in Brussels on 29 November. Prior to this event, in October he participated in a hearing organised by the EPP Group of the European Parliament, and in particular by MEP Salvatore Iacolino, Vice Chairman of the LIBE Committee, on the 'Rehabilitation of former prisoners'. The Director attended the hearing of EU agencies concerning the discharge of the 2009 budget at the LIBE Committee on 10 January and met with Salvatore Iacolino in February.

In the same vein, the key event in relations with the Council of the European Union was the presentation of the 2011 Annual report to the Ministers for Home Affairs at the Justice and Home Affairs Council on 27 October. Mr Götz also attended a meeting of the Standing Committee on Operational Cooperation on Internal Security (COSI) on 8 September, where he contributed to the agenda item 'Draft European pact on synthetic drugs'.

As regards relations with the European Commission, during 2011 Mr Götz met with Commissioner Cecilia Malmström, responsible for the Home Affairs portfolio, on 9 December in Brussels, together with the Directors of other EU agencies operating in the area of home affairs. He also met with the Commissioner for Justice, Fundamental Rights and Citizenship, Viviane Reding, on 2 February in Brussels, and with Aurel Ciobanu-Dordea, Director for Fundamental Rights and Union Citizenship at DG Justice. The Director held several meetings with Lotte Knudsen, Director of the Criminal Justice Directorate within DG Justice, and with Dana Spinant, Head of the Anti-drugs Coordination Unit. Mr Götz also met Reinhard Priebe, Director of Directorate Internal Security in DG Home Affairs, as well as Jakub Boratynski, Head of Unit, Fight against Organised Crime, in the same Directorate-General.

A Memorandum of Understanding was signed with DG DIGIT on 27 January and a service level agreement was signed with the Commission Directorate-General Human Resources and Security in May.

#### *EU agencies*

The Director participated at the JHA Heads of Agencies meeting, organised by Eurojust in The Hague, on 24 November. He also visited CEPOL in September, to discuss cooperation issues.

Mr Götz took part in the meeting of the Heads of EU agencies held in Brussels on 2 February 2011. He attended the official opening and various sessions of the exhibition called 'EU agencies – the way ahead' at the European Parliament, organised at the same time by the EMCDDA in its role as coordinator of the Heads of Communication and Information Network (HCIN). The EMCDDA hosted the Inter Agency Accountants Network Meeting in September and the event was officially opened by the Director. In October, Mr Götz took part in the Heads of EU Agencies meeting organised by ECHA (European Chemicals Agency) in Helsinki. On 11 November, Mr Götz attended the conference 'Looking forward: the evolution of EMSA's tasks', organised by our sister agency in Lisbon.

#### *Relations with EU Member States*

In the framework of relations with the Portuguese authorities, the Director invited the Secretary of State for Health, Dr Fernando Leal da Costa, and the advisor on health policy issues to the President of the Republic of Portugal, Clara Carneiro, to a presentation of the highlights of the 2011 Annual report prior to its official launch. Mr Götz also welcomed the Minister of Foreign Affairs, Luís Amado, as well as the Executive Secretary of the Community of Portuguese Language Countries (CPLP), Domingos Simões Pereira, in January.

The Director hosted a visit by a high-level delegation from Poland headed by Under-Secretary of State at the Polish Ministry of Health, Adam Fronczak in March. The purpose of the visit was to present the programme of the upcoming Polish presidency of the EU, to review recent changes in Polish drug policy and to explore future cooperation and information exchange between the EMCDDA and Polish bodies working in the drugs field.

Mr Götz visited Malta on 5–6 April where he met with the Minister of Education, Employment and the Family, the Management Board member for Malta and the Head of the focal point. In the margins of the meeting, the Maltese 2011 grant agreement was signed.

A delegation of the EU Committee of the House of Lords of the United Kingdom visited the EMCDDA in November as part of an inquiry into the EU drugs strategy with a view to issuing a report on the subject in 2012. The delegation was welcomed by a team headed by the Director and the Scientific Director.

Finally, and as in previous years, the Director received ambassadors based in Lisbon, as well as representatives of the Portuguese authorities, during a reception held to mark the International Day against Drug Abuse and Illicit Trafficking. During the year he also welcomed several EU Member States' ambassadors based in Lisbon.

#### *Relations with non-EU countries*

In January, the Director received a high-level delegation from the Federal Drug Control Service (FDCS) of the Russian Federation, led by Oleg Safonov, State Secretary and Deputy Director of the FDCS. The objectives of the visit were to exchange information on the drug situation in the EU and in the Russian Federation, to strengthen existing collaboration under the Memorandum of Understanding signed in 2007, and to agree on possible actions for cooperation.

In July, the Director met with Maria Angela Helguín Cuéllar, the Colombian Minister of Foreign Affairs, accompanied by Ms Patti Londoño Jaramillo, Vice Minister for Multilateral Affairs, and Mr Germán Santamaría Barragán, Ambassador to Portugal.

On 10 March, Mr Götz received the Ambassador of Albania, Edmond Trako, with whom he discussed, *inter alia*, the on-going cooperation between the EMCDDA and the national Albanian authorities under the IPA programme.

#### *Other organisations and bodies*

Mr Götz had several meetings with Mr Ferreira Leite, Director of the Maritime Analysis and Operation Centre – Narcotics (MAOC-N), an intergovernmental organisation whose headquarters are also in Lisbon.

To conclude, the Director also signed several MoUs and agreements during the course of the year:

- 4 July – an appendix to the MoU previously signed with the Pompidou Group in 2010;
- 28 November – a joint statement with ESPAD on scaling up cooperation; and

- 5 December — a MoU with Professor Luís Antero Reto, Director of the ISCTE-University Institute of Lisbon (ISCTE-IUL), to promote effective cooperation in academic and scientific activities in areas of common interest for both organisations.

#### External visitors

During 2011, EMCDDA staff coordinated or organised 27 visits by external parties. These included young lawyers from Germany and students from Portugal, Turkey and the United States. Almost half of the visits were to improve visitors' understanding of the EMCDDA's mandate and activities. The other half focused on discussions about possible cooperation and exchange of technical knowledge in specific scientific areas. Representatives from international organisations, such as Europol and Interpol, also visited our offices.

There were seven visits by ambassadors to Portugal (from Luxembourg, Hungary, Albania, Latvia, Slovenia, Moldova, Colombia), as well as 13 national representations from the Russian Federation, Norway, France, Poland, Kazakhstan and Portugal. Other visitors included a member of the UK parliament, the EU Ombudsman and the Minister of Foreign Affairs of Colombia and representatives from the Foundation La Caixa, Spain.

#### **Objective IV.2.1 To ensure efficient and effective functioning of the office by improving internal organisation and working processes**

In 2010, the EMCDDA undertook an in-house exercise to review its configuration. This resulted in the adoption by the Director of a new unit-based organisational structure, endorsed by the Management Board. The priority in 2011 was to assess internal processes and procedures, in order to align them with the adopted structure and consolidate new working arrangements.

At management level, there was a clear need to improve the operations of the main internal decision-making support structures, as represented by the heads of unit (HoU) meetings. In 2011, these meetings focused more on strategic and long-term concerns, along with a more structured approach for operational issues. This was backed-up by more efficient preparatory work.

In order to ensure better internal coordination, a new Coordination group was set up. The group helped substantially revise and improve documents used in the HoU meetings, thus facilitating decision-making and enhancing operations.

Similarly, an Information and Communications Technology (ICT) Steering Committee was also set up. Its mandate is to develop and endorse the ICT three-year work programme and any other ICT-related mid- or long-term plans, ensuring that they are aligned with the corresponding EMCDDA strategy. This will facilitate strategic ICT investments in the future.

#### **Objective IV.2.2 To coordinate scientific activities to ensure that resources are managed efficiently, objectives are achieved and quality control of outputs is assured**

As a follow-up to the 2010 restructuring, a Scientific division, made up of the Scientific directorate and four scientific units, was created (see Annex 1). This division implements in-house quality control mechanisms whilst guaranteeing that the scientific work of the agency reflects its current obligations as well as the needs of the EU drugs strategy and action plan.

Here also, new coordination mechanisms were established to complement the revised structure. Regular scientific coordination meetings were held every two weeks and two extended Scientific division meetings involving all scientific staff were held in 2011.

In relation to the agency's outputs, Editorial board meetings were held monthly during the year and the tool used for products planning was regularly updated. In the future, a



two-pronged approach will be adopted using the Editorial board to discuss overarching strategic issues and separate monthly meetings with scientific writers and editors to discuss practical issues.

Under the same objective, an internal top-level review of the agency's scientific work ('Systemic review of tools'), including methods, contents, data collection tools and procedures, was launched in 2011. Work on this will follow to feed into the 2013–15 strategy and work programme.

## Statutory bodies

**Objective IV.2.3 To facilitate strategic decision-making processes and scientific advice by providing support to the EMCDDA statutory bodies**

### Management Board — main decisions

The Management Board met twice during the year, on 4–5 July and on 1–2 December.

The Board gave a favourable opinion on the EMCDDA's final accounts for 2010. For the first time, the agency received a report from the European Court of Auditors for its annual accounts with no qualification or observations.

The Management Board was presented with draft documents concerning the 2011 Annual report and the ELDD for comment. Similarly, a thematic debate took place on the situation on new psychoactive substances in the EU. The EMCDDA presented the main conclusions of the 2010 implementation report of Council Decision 2005/387/JHA of 10 May 2005 on the information exchange, risk assessment and control of new psychoactive substances, and the challenges of a rapidly changing legal highs market. The Board also received feedback from the First Forum on New Drugs.

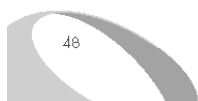
For information, the EC reported on the evaluation of the EU drugs strategy and action plan for the period 2005–12, and on the external evaluation of the EMCDDA covering the two multiannual work programmes, for 2007–09 and 2010–12.

The EMCDDA's 2012 budget and work programme were key points on the agenda of the December meeting where the Board gave its final seal of approval to the 2012 work programme, which was well received by the Board members.

A budget of EUR 16 065 709 for 2012 (27 Member States, Norway, Turkey and Croatia) was adopted on the basis of an EC subsidy of EUR 15 550 920. The Management Board further adopted a preliminary draft budget of EUR 16 755 736 for 2013 (27 Member States, Norway, Turkey and Croatia) on the basis of an EC subsidy of EUR 16 100 000.

At the request of the Portuguese delegation, the July Board meeting included a discussion on the issue of monitoring alcohol-related harm as part of the EMCDDA's activities on polydrug use. The Board expressed its support for strengthening the cooperation between the EMCDDA and ESPAD, as expressed in the joint statement EMCDDA–ESPAD of November 2011. The Management Board took notice of an overview of the implementation of the key indicators in Europe, and welcomed the adoption of the revised treatment demand indicator protocol, which they encouraged Member States to implement at national level.

The Management Board gave the Director a mandate to negotiate a Memorandum of Understanding to formalise cooperation between the EMCDDA and the Republic of Moldova.



The Board also adopted the agency's staff policy plan for 2013–15, and gave the Executive Committee a mandate to finalise the document after receipt of the final opinion of the EC. The Management Board designated Claude Gillard, Vice Chair of the Management Board, and Lotte Knudsen, representative of the EC, as the two reporting officers responsible for drawing up the annual appraisal of the EMCDDA Director. The Chairperson of the EMCDDA Management Board was confirmed as the appeal assessor for the appraisal procedure.

At both meetings, the Director provided the Management Board with information on his external activities.

Meetings of EMCDDA Management Board		
4–5 July	Lisbon	43 <sup>rd</sup> Management Board Meeting
1–2 December	Lisbon	44 <sup>th</sup> Management Board Meeting

In line with Article 9, paragraph 7, of the Regulation on the EMCDDA (recast), a distinct activity of the Management Board in 2011 was the adoption, by simplified written procedure, of the General report of activities for 2010. For this purpose, the draft report was sent to the Board members on 13 May on behalf of the Chair, giving them a period of two weeks to analyse and comment on the document (as per Article 6 of the rules of procedure of the Management Board). No comments were received before 27 May and the report was therefore adopted. Subsequently, the General report of activities was sent on the set deadline to the European Parliament, the Council of the European Union, the European Commission, the Court of Auditors and the Member States.

### Executive Committee – main decisions

In 2011, the Executive Committee met four times in Lisbon (18 May, 4 July, 6 October, 30 November).

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

The Executive Committee adopted, on behalf of the Management Board, a series of EMCDDA implementing rules giving effect to staff regulations on family leave, parental leave, leave, part-time work, and the annual appraisal process for the Director.

On 4 July, the Executive Committee prepared for the Management Board meeting starting the next day. The Budget Committee and Executive Committee congratulated the Director on receiving an excellent report on the EMCDDA's annual accounts for the financial year 2010 from the Court of Auditors. Upon recommendation of the Budget Committee, the Executive Committee adopted, on behalf of the Management Board, a budget transfer of EUR 33 000 earmarked for the implementation of the IPA 3 project.

At its meeting of 6 October, the Executive Committee decided, following the recommendation of the Budget Committee, to launch a written procedure for the adoption of the amending budget No 1 to the 2011 budget by the Management Board, to be able to reallocate resources as soon as possible and not delay the decision of the Management Board until December.

The Executive Committee further commented on the draft agenda and draft documents for the Management Board meeting in December.

At its November meeting, the Executive Committee prepared the Management Board meeting of 1–2 December.



At the beginning of each meeting of the Executive Committee, the Chair of the Budget Committee reported on the conclusions of the Budget Committee.

Meetings of the Executive Committee		
18 May	Lisbon	Meeting of the Executive Committee
4 July	Lisbon	Meeting of the Executive Committee
6 October	Lisbon	Meeting of the Executive Committee
30 November	Lisbon	Meeting of the Executive Committee

### Scientific Committee

The Scientific Committee convened twice during 2011, on 16–17 May and 14–15 November.

During the November meeting, breakout sessions on each main area of scientific work took place for the first time. The sessions fostered an open exchange of ideas between Scientific Committee members and EMCDDA staff and contributed to the formulation of the formal opinion on the 2012 work programme, which was consequently adopted by the Scientific Committee. The sessions also provided input for the EMCDDA's 2013–15 strategy and work programme.

During 2011, the Scientific Committee was actively involved in the revision of the Best practice portal and the following EMCDDA publications: *Guidelines for the treatment of drug dependence: a European perspective* (Selected issue); *Mortality related to drug use in Europe* (Selected issue); *Drug policy profiles — Portugal*; *Cannabis market and production* (Insights, awaiting publication); *Heroin-assisted treatment* (Insights, awaiting publication); and *Overview of European implementation of effective international prevention programmes* (awaiting publication).

In addition, the Scientific Committee made a significant contribution to the organisation of the Scientific Paper Award (see Objective 8.3).

Meetings of the Scientific Committee		
16–17 May	Lisbon	34 <sup>th</sup> Scientific Committee meeting
14–15 November	Lisbon	35 <sup>th</sup> Scientific Committee meeting

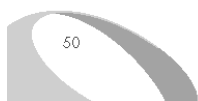
### Reitox network

#### Objective IV.2.4 To further develop the functioning, management and visibility of the Reitox network

In 2011, work continued on the Reitox development strategy. A brainstorming session was organised with Reitox coaches in January, and the proposal for an action plan to increase the added value and visibility of the network was presented at the HFPs meeting in May.

Several initiatives were developed as part of the new strategy. This included the reorganisation of the Reitox HFPs meetings, with a stronger focus on content-related issues. The new concept was tested during the May meeting. Following the positive feedback received from the participants, the proposal for a final format was presented at the November meeting and was endorsed by the HFPs.

Another initiative was the organisation of the workshop on best practice promotion strategy and perspectives for NFP development, held in Lisbon in April. The overall objective of the meeting was to discuss the future development of a strategy to promote





best practice through the Reitox network, and to explore perspectives for developing further the role of NFPs (see also Objective 8.1).

A technical meeting was held in Munich in October, with the participation of NFPs from Austria, Cyprus, Estonia, Germany, Greece, Hungary, Portugal, Spain and the UK. The objective of the meeting was twofold: to assess the feasibility of the draft guidelines for the 2013 mandatory Selected issue and to promote further cooperation among NFPs.

As part of the Reitox development strategy, new concepts such as the Reitox Focus Group Initiative and the Reitox Week were also developed. The strategy also sets out to ensure a better visibility of EMCDDA and Reitox data collection activities. In 2011, this involved participating in international meetings and events, as well as presenting EMCDDA publications (see Objectives III.1.2 and III.1.4).

During the year, two Reitox network academies were organised on 'Drug use among prison population: scope and responses' (see Objective 4.4) and 'Introduction to Fonte 2.4' (see Objective 1.2).

Meetings of the Reitox network		
18–20 May	Lisbon	44 <sup>th</sup> Reitox meeting of heads of focal points
23–25 November	Lisbon	45 <sup>th</sup> Reitox meeting of heads of focal points

## Administration and supporting core business

### Human resources

#### Objective IV.3.1 To maintain high quality personnel administration

The administration of personnel rights, entitlements, obligations and benefits was facilitated by the new human resources (HR) database, which became fully operational in 2011. Furthermore, a new e-recruitment tool was fully tested. Once finalised in 2012, it will support the implementation of effective and efficient recruitment procedures.

Training activities for staff development also continued in 2011. The allocated budget for training was fully executed and a total number of 721 training days were provided to staff. These included management development training, technical and soft skills training and language training.

The agency's multiannual staff policy plan was finalised in time and submitted to the EC and the Executive Committee. It was approved pending the final comments from the EC.

#### Objective IV.3.2 To further develop efficient HR policies, procedures and tools

Further steps were taken to enhance needs-based planning and organisation of training activities. A wide range of training was offered, including tailored training for the newly-appointed heads of unit and heads of sector (see also Objective IV.3.1).

An assessment of the appraisal and promotion/reclassification processes was initiated and this annual exercise will continue to undergo improvements.

#### Objective V.3.3 To improve HR management and enhance scientific excellence and recognition of EMCDDA staff

In 2011, the agency's staff published a total of 39 scientific articles. In addition, the EMCDDA's role in the area of prevention was acknowledged when Dr Gregor Burkhart

received the International Collaborative Prevention Research Award for his 'outstanding contribution to advancing the field of prevention science'.

## Financial management

### Objective IV.3.4 To ensure efficient and effective budget implementation

To support full use of the management and reporting functions of the ABAC system, specific training was provided for the new EMCDDA deputy authorising officers (DAOs).

In addition, periodical reporting on budget execution in relation to the new cost centres/collectors was put in place and monthly analyses of the business objects reports were prepared in order to identify open invoices. A range of periodical reports were also produced during the year.

An assessment of the procurement and contracting processes was carried out and the following measures were taken as a result:

- rationalisation of the tendering procedures, notably reducing negotiated procedures – disp. Article 126, and increasing framework contracts;
- several measures to ensure the proper execution of contracts;
- tendering processes were conducted earlier than in previous years, despite a 20 % increase in contracting processes <sup>(2)</sup>.

In terms of the implementation of the internal control system, financial circuits were properly defined with a secure system of authorisation of access to ABAC. Manuals governing procedures were implemented and *ex ante* controls of financial transactions were applied exhaustively.

Exceptions relating to non-compliance with Financial Regulation rules were recorded centrally. A central register recording the main risks posed to the EMCDDA activity was kept and updated in a timely manner as well as a sector risk register governing ICT.

Recommendations following visits by the Internal Audit Service (IAS) were implemented on the basis of action plans.

## Accounting

### Objective IV.3.5 To develop cost-based accounting

A model for cost-based accounting was designed and tested in 2011. Following the test, the cost-based accounting system (SAP CO) entered into production.

Furthermore, specific provisions, processes and training were implemented for the management of intangible assets developed in-house.

## Planning and reporting

### Objective IV.3.6 To administer effectively and develop planning, monitoring and reporting processes

The General report of activities 2010 was prepared as planned, adopted by the Management Board and published on the EMCDDA website on 15 June, as required by the agency's recast Regulation.

<sup>(2)</sup> 265 Calls for tender (four Open Procedures (Official Journal), nine Negotiated procedures – at least five candidates; 12 Negotiated procedures – at least three candidates; 233 Negotiated procedures with a single tender (below EUR 5 000; seven Negotiated procedures – disp. Article 126).



The report was subject to the audit conducted in 2011 by the IAS of the EC (Annual Activity Report and Building Blocks of Assurance, IAS, 2011) and the recommendations made have been used to improve the 2011 reporting exercise.

The EMCDDA work programme 2012 was developed as planned and the results-oriented approach of the document was welcomed by the Management Board members and the text adopted in December.

A framework for monitoring and reporting in relation to the 2010–12 work programme was approved by the Management Board in December 2009. Hence a mid-term monitoring exercise was conducted in 2011 and presented to the Management Board for information in December.

Work on the three-year strategy and work programme for 2013–15 started in 2011. To this end, the EMCDDA launched an external consultation exercise with key EMCDDA stakeholders, partners and the general public. The new strategic document will be finalised in 2012. Furthermore, the draft budget for 2012 was adopted by the Management Board who adopted it in December.

Budget execution reports were prepared and presented at in-house meetings. The precise financial and budget management demonstrated by the agency led to a budget execution of nearly 100 % in commitments and payments as follows:

- Title 1: 99.92 % in commitments and 99.40 % in payments;
- Title 2: 99.49 % in commitments and 90.08 % in payments; and
- Title 3: 97.18 % in commitments and 99.86 % in payments.

2011 also saw a shorter turnaround of payments, with the average payment time being 12 days less than in 2010 (despite an increase in transactions) <sup>(3)</sup>.

Activity-based management (ABM) and activity-based budgeting (ABB) processes and tools for planning, management and reporting developed with new systems entering into operation in June.

Improving efficiency also led to the development of the internal performance monitoring system, in line with EU best practice. Work started on developing performance indicators as well as pilot tests with two units. In addition, the EMCDDA joined the EU Agencies' Performance Development Network which helps support knowledge sharing and exchange of experience and best practice in the area of performance monitoring.

## Infrastructure and logistics

### Objective IV.3.7 To improve work safety, sound environmental management and security in the buildings, including reducing utility costs and promoting the use of renewable energy

To ensure staff safety, the warden system was further developed and two new wardens were appointed. In addition, a security briefing was delivered to staff.

A tender for the provision of electricity was instituted and a contract was signed in December with a focus on renewable energy sources.

<sup>(3)</sup> 3 450 operations (2 579 payment orders/bank transfers, 74 recovery orders, 370 missions requests, creation of legal entities and bank accounting files — 427).

**Objective IV.3.8 To ensure suitable work environment and related services, and improve efficiency and effectiveness through promoting a customer-oriented approach**

In order to improve access to services through Intranet-based tools, the I & L (Infrastructure & Logistics) Intranet page was updated and the new policy for this area was posted.

Work to develop the 'Match' project concerning the management of meeting facilities continued.

No medical or work-related accidents were registered during the year and an occupational health and safety advisor was selected to advise staff on health matters in the workplace.

**ICT**

**Objective IV.3.9 To ensure planned upgrades and maintenance of data collection, data analysis and product dissemination instruments**

A major activity in 2011 was the independent security review of the Fonte application and related ICT services. A new application version of Fonte was rolled out, which allows for a better control of data quality and stability.

Feedback from internal and focal point users of Fonte confirmed that the major upgrade in the first half of the year was a success. A major upgrade of the drugs data warehouse was also implemented.

**Objective IV.3.10 To improve the reliability and quality of the services provided**

ICT support received 1 345 e-support requests in 2011. Interventions requiring second-level support were also carried out, including e-mail or web browsing issues.

Further actions were made in terms of infrastructure replacement and development and business continuity. A new framework contract will soon be implemented in order to facilitate server maintenance services. Similarly, a study for a corporate backup solution for ICT was completed. A specific restore platform for databases was also configured and tested.

**Objective IV.3.11 To increase efficiency in ICT resource utilisation**

Once the 2011 work programme was finalised, a detailed project evaluation matrix was prepared for all ICT projects and services.

As already mentioned, the ICT Steering Committee was set up at the end of the year. A first meeting was held where the ICT 2012 work programme was reviewed, prioritised and approved. The approved plan encompasses 50 programmes including 153 projects/services.

**Objective IV.3.12 To contribute to the introduction of best practices and standards of governance, planning and service management**

A project management strategy mission statement was adopted in March. It includes the objective of ensuring that the EMCDDA ICT project catalogue is developed to reflect the work programme's objectives and priorities. A project portfolio management strategy and a project management strategy were prepared to underpin the ICT 2012 work programme. Similarly, an end-of-year status review helped plan the ICT 2012 work programme. In particular, resources needed the previous year could be directly used to justify the estimates for 2012.





ANNUAL ACTIVITY REPORT AS PER THE  
FINANCIAL REGULATION APPLICABLE TO  
THE EMCDDA (adopted by the EMCDDA's  
Management Board on 9 January 2009)



MANAGEMENT AND INTERNAL  
CONTROL SYSTEMS

## Chapter 1

### Characteristics and nature of EMCDDA management and internal control systems

In accordance with the Financial Regulation applicable to the EMCDDA, which transposes integrally the text of the EC's Framework Financial Regulation (EC, Euratom) No 2343/2002 <sup>(1)</sup>, the EMCDDA has set its internal procedures for budget execution and internal control, while defining and implementing a partially decentralised management model.

As a consequence, operational and financial decisions required for implementing the EMCDDA's work programme and budget are delegated to the Heads of unit. The Administration unit provides support to managers.

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

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

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

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

Following the adoption of the new 'Operating framework for the Reitox system' in January 2003, a new grant agreement model was introduced for the annual co-financing of activities by the Reitox NFPs. This agreement requires an external audit each year by an

<sup>(1)</sup> As last amended by Commission Regulation (EC, Euratom) No 652/2008.



independent body or expert in order to certify that the financial documents submitted to the EMCDDA comply with the financial provisions of the agreement, that the costs declared are the actual costs and that all receipts have been declared.

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

- External audit by the European Court of Auditors (twice a year);
- External audit for specific projects (CARDS, IPA, etc.);
- Discharge by the European Parliament (once a year);
- Internal audit by the European Commission's Internal Audit Service (once a year);
- Opinion of the European Commission's services on the agency's staff policy plan (once a year);
- Periodic external evaluation (set as every six years in the EMCDDA founding Regulation);
- Agreement by the EC on implementing rules to Staff regulations (for each rule);
- Consent by the EC on possible deviation of EMCDDA Financial Regulation from the EC's Framework Financial Regulation for decentralised agencies;
- The European Data Protection Supervisor for compliance with Regulation (EC) No 45/2001 (by prior notification and upon complaint);
- The European Anti-Fraud Office (upon complaint);
- The Ombudsman (upon complaint); and
- Civil Service Tribunal – Court of First Instance – European Court of Justice (upon complaint).







## Chapter 2

### Assessment and improvement of management and internal control systems

#### Key features of the EMCCDA's partially decentralised management model

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

#### Key actors and processes for the execution of the EMCCDA work programme and budget

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

In 2011, following up on observations and recommendations expressed by the European Court of Auditors and the EU Budget Authority and audits by the Internal Audit Service of the European Commission (IAS), the EMCCDA implemented some measures to improve its management and internal control systems as follows.



### **Measures taken in the light of the observations and comments accompanying the decision on the discharge for 2009**

#### *Performance*

In 2011, as part of its development of an integrated system for activity-based management and budgeting, the EMCDDA started to implement an analytical accounting system. Furthermore, the EMCDDA increased its capacity for further improving its planning and monitoring system, with special focus on the development of performance indicators. This will be developed further for the 2013–15 programming period.

#### *Carryover appropriations*

In 2011, the EMCDDA put in place appropriate instructions and procedures for the analysis of potential carry-forwards in order to reduce the volume of appropriations carried over to the minimum necessary to cover the amounts still due against the year's commitments. In 2011, the EMCDDA also improved programming and monitoring of activities with a view to reducing carryover (-26 % compared with 2010 in titles 1 and 2).

#### *Human resources*

The EMCDDA ensured the consistent implementation of the approved staff appraisal procedure through adequate information and guidance to reporting officers and jobholders.

#### *Internal audit*

The EMCDDA has followed up recommendations made by the IAS in the aforementioned discharge decision, in particular:

- The central risk register is updated twice a year and when needed, in line with both earlier recommendations by the IAS and the requirements laid down in the EMCDDA's Internal Control Standards (ICSs).
- All recommendations relating to the 2009 audit on 'grant management' have been implemented; the corresponding action plan has therefore already been considered as closed by the IAS.
- As regards the 2008 audit on 'preparedness for the move', only three 'very important' recommendations remain open: two of these concern the development of a business continuity plan, an issue clearly beyond the scope of the move itself; such a plan represents, however, an important objective for the agency and work has been developed in this field, notably in relation to support activities. The main responsibility for implementing the remaining 'very important' recommendation — precaution against damage from floods — belongs to the building owner (the Lisbon Port Authorities), which has been notified many times of the need to carry-out work to protect against floods. The agency has in the meantime taken insurance against such a risk as a precautionary measure.

### **Measures taken in light of the observations and recommendations expressed by the Internal Audit Service (IAS) of the European Commission**

The EMCDDA took measures to implement the recommendations issued by the 2010 IAS report on management of outputs for external communication. A review of the state of play of the related action plan was made at the end of 2011, which led management to conclude that all recommendations should be implemented in substance by the end of 2012.

In 2011, the IAS conducted an audit on 'Annual Activity Report and Building Blocks of Assurance'. This gave rise to the following main observations and recommendations:

- The lack of inclusion of the Management Board's analysis and an assessment of the Authorising Officer's Annual report into the annual activity report (AAR) may impair the Management Board's oversight of the functionality of the EMCDDA, further to representing a no-compliance with Article 40(2) of the EMCDDA Financial Regulation. These gaps ought to be corrected in future AARs.
- Erroneous wording in the declaration signed by the Authorising Officer may compromise reliability, completeness and correctness of the statement provided in the AAR. The EMCDDA should therefore improve the accuracy of future declarations signed by the Authorising Officer.
- The lack of a documented annual assessment of the effectiveness and efficiency of the internal control system by management is not compliant with EMCDDA Internal Control Standards 8 and 15. Future AARs ought to include an assessment of effectiveness of the EMCDDA internal control system.

Other recommendations considered as 'important' have also been put forward. These include:

- A stronger performance monitoring system, including definition of a set of key performance indicators, should be established.
- The presentation of the use made of resources (notably human resources) used by each based-budget activity could be improved.
- Reporting of exceptions should be expanded in order to also cover situations other than finance related; the EMCDDA management ought to be made more aware of the need for countermeasures aimed at preventing reoccurrence of exceptions.
- A clearer assignment of responsibilities for the follow-up of recommendations arising from ex-post controls would be relevant.
- The EMCDDA should regularly review the sensitive functions within the Centre as well as risks and necessary actions associated with the former.

The EMCDDA is preparing an action plan covering the aforementioned recommendations. For the recommendations concerned, action has been taken to anticipate any follow-up that may be required.

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

Following work in 2010, comprehensive risk identification and assessment exercises as a tool for improving risk management in the EMCDDA were carried out during 2011. The central risk register was updated as well as a sector risk register for the IT unit. They formed the cornerstone for the elaboration of an action plan for improvements in selected key areas. Risk analysis is a continuous exercise at the EMCDDA.

In respect of risks associated with operations, in early 2011 it emerged that unauthorised use of EMCDDA products by a private firm had occurred in respect of multiple publications. Since similar violations of copyright also affected many publications by EU institutions and agencies, the EU Publications Office notified the firm concerned of its unlawful behaviour and demanded it cease immediately.

There were no other risks associated with operations in 2011, partly due to a set of risk-mitigating measures implemented throughout the year. In this respect, action taken in



the IT sector is worth mentioning, since it covered both governance and technical issues. As a consequence, business continuity was ensured without major incidents, in the framework of sound procurement procedures, adequate licensing and proper testing of applications. In the same vein, a risk management plan for 2011–12 was established. This has 11 areas to be managed, giving an estimated risk level per area, as well as controls to be put in place and ongoing programmes and projects that will contribute to risk reduction activities.

The new Coordination Group (see point IV.2.1) has strengthened risk management procedures by enhancing the capacity of Heads of unit and other key staff to closely monitor core activities.

In 2011, work started on a document laying down the implementation of the agency's Internal Control Standards (ICS). This document will enhance monitoring work already performed on ICS and will contribute to improving compliance.

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

In 2011 the European Court of Auditors' report on the EMCDDA annual accounts was 'clean', i.e. did not contain any recommendation for corrective measures.





## Chapter 3

### Declaration of assurance by Authorising Officer

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

In my capacity as Authorising Officer

- Declare that the information contained in this report gives a true and fair view (1).
- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.
- This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of the self-assessment, the lessons learnt from the reports of the Court of Auditors and the observations of the Internal Audit Service for years prior to the year of this declaration.
- Confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Done in Lisbon on 30 May 2012



WOLFGANG GÖTZ  
Director

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

## Management Board's analysis and assessment of the Authorising Officer's (Director's) General report of activities for the financial year 2011

The Management Board has analysed and assessed the Authorising Officer's (Director's) General report of activities for the financial year 2011, in accordance with Article 40(2) of the EMCDDA Financial Regulation.

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

On the content of the report:

- The EMCDDA made significant progress in the implementation of its work programme for most planned activities. Of particular note are the achievements in the following areas:
  - Data management: data quality assurance and data submission practices;
  - Key epidemiological indicators: treatment demand indicator (TDI) – completion of the new protocol (version 3.0); general population surveys (GPS) – scaling up cooperation with the ESPAD project; drug-related infectious diseases (DRID) – rapid response to the notified increase in cases of HIV among drug injecting users in Greece and Romania;
  - Demand reduction responses: the launch of the first European quality standards to improve drug prevention in the EU in the EMCDDA manual called *European drug prevention quality standards*;
  - Supply and supply reduction interventions: the work to develop further indicators in the areas of drug markets, drug-related crime and drug supply reduction, including the setting up of three working groups in these areas;
  - New trends and developments: the dynamic work of the early warning system, with a record number of 49 new psychoactive substances identified and notified to the Member States, Europol, the European Medicines Agency (EMA) and the European Commission.
  - Drug policy analysis: the launch of the new EMCDDA series called 'Drug policy profiles', with the release of the first profile on Portugal, and the contribution to the evaluation of the 2005–12 EU drugs strategy and its two action plans;
  - Good practice: the work towards developing a best practice network and the continuous updating of the Best practice portal.
- At the same time, the Centre faced increased external demands in 2011 and consequently needed to prioritise its tasks and reallocate some of its resources, in order to remain responsive to the rapid developments in the drugs situation and promptly meet the needs of its stakeholders. This had an impact on the agency's work programme and changes in the timing of several outputs had to be made as a result.
- 2011 was a year of strengthening collaboration with key external partners, especially with other EU agencies. This included two new joint publications: one with Europol on amphetamine and one with the ECDC on prevention and control of infectious diseases among people who inject drugs. Furthermore, new common activities took place with CEPOL and further steps were made in the cooperation with Eurojust.



- Significant progress was achieved in consolidating the new in-house structure established in 2010 and internal decision-making and coordination mechanisms were also improved. One of the immediate results was the very high budget execution rate at the end of the year. Furthermore, the Centre placed an increased emphasis on its planning and monitoring processes, providing to the Management Board, for the first time, a mid-term monitoring report of the current three-year strategy and work programme. In addition, the preparation of the 2013–15 strategy and programme started in 2011 and a comprehensive initial consultation exercise was conducted among the agency's main stakeholders and partners and the general public.
- In 2011, the EMCDDA received its first comment-free report from the European Court of Auditors for its 2010 annual accounts. This highlights the highly efficient budgetary and financial management of the agency.
- The third external evaluation of the EMCDDA, coordinated by the European Commission and covering the last two three-year work programmes, was launched in 2011. The results will be available in 2012 and will underpin future work.

On the structure of the report:

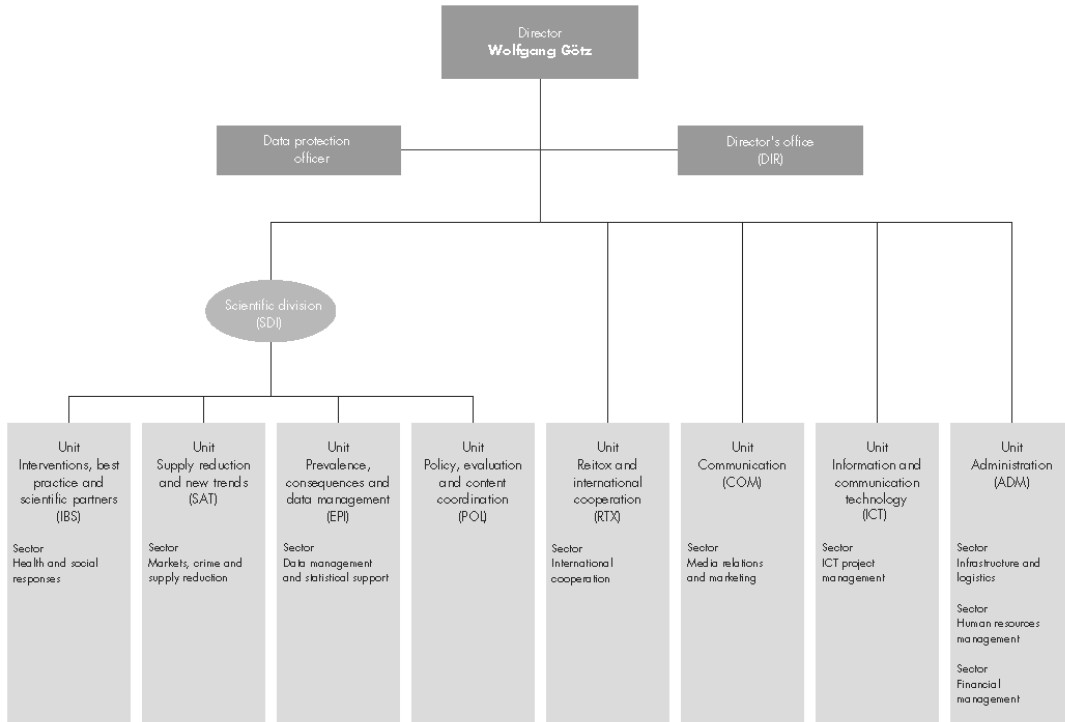
- The General report of activities reflects the agency's achievements as set out in the work programme adopted by the Management Board. The Management Board appreciates the structure of the document, which clearly presents the progress achieved for each of the specific objectives defined for all the main areas of work. The Board finds the report to be a detailed and transparent overview of the implementation of the work programme.





# Annexes

## Annex 1 Organisational chart



## Annex 2

### Breakdown of EMCDDA staff as of 31 December 2011 <sup>(1)</sup>

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

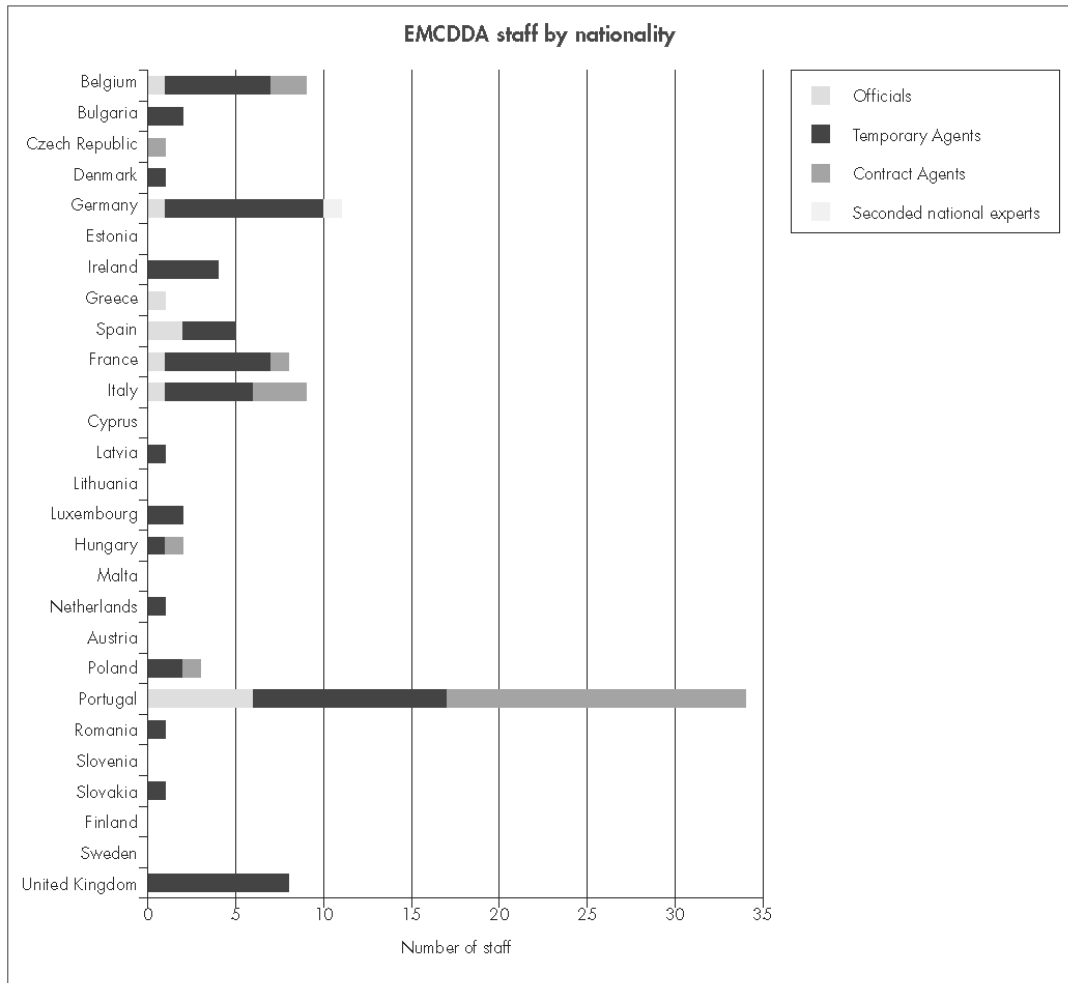
Categories Grades	Officials	Gender		TA	Gender	
		Male	Female		Male	Female
15				1	1	
14						
13				2	2	
12	3	3		4	2	2
11	2	1	1	6	4	2
10				6	2	4
9	1	1		3	3	
8				2	1	1
7				7	2	5
6				11	2	9
5						
<b>Subtotal AD</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>42</b>	<b>19</b>	<b>23</b>
11	1		1			
10						
9				2	1	1
8	1	1		2	1	1
7	2		2	2	2	
6	1		1	1	1	
5				7	4	3
4	2	1	1	7	3	4
3				1		1
2						
1						
<b>Subtotal AST</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>22</b>	<b>12</b>	<b>10</b>
<b>TOTAL</b>	<b>13</b>	<b>7</b>	<b>6</b>	<b>64</b>	<b>31</b>	<b>33</b>

Function group	Officials	Gender		Total EMCDDA Staff	Gender	
		Male	Female		Male	Female
IV				103	47	56
III	10	5	5	%	46	54
II	13	1	12	SNE	1	
I	3	3				
<b>Total CA</b>	<b>26</b>	<b>9</b>	<b>17</b>			

Administrator = AD  
Assistant = AST

<sup>(1)</sup> Source: EMCDDA HR management database.





## Annex 3

### Outputs and products

#### Annual reporting

*2011 Annual report: the state of the drugs problem in Europe*, EMCDDA, Lisbon, November 2011.

A yearly overview of the drug phenomenon in Europe.

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

Cat. No: TD-AC-10-001-BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HU/IT/LV/NL/NO/PL/PT/RO/SK/SL/SV -C

<http://www.emcdda.europa.eu/publications/annual-report/2011> (17 285 downloads in 2011)

Also presented online in EN:

<http://www.emcdda.europa.eu/online/annual-report/2011>

#### Selected issues 2011

*Guidelines for the treatment of drug dependence: a European perspective*, EMCDDA, Lisbon, November 2011.

Cat. No: TD-SI-11-002-EN-C

<http://www.emcdda.europa.eu/publications/selected-issues/treatment-guidelines> (849 downloads in 2011)

Accompanied by a summary available in EN:

[http://www.emcdda.europa.eu/attachements.cfm/att\\_144640\\_EN\\_SI\\_treatment-guidelines\\_summary.pdf](http://www.emcdda.europa.eu/attachements.cfm/att_144640_EN_SI_treatment-guidelines_summary.pdf)

*Cost and financing of drug treatment services in Europe*, EMCDDA, Lisbon, November 2011.

Cat. No: TD-SI-11-001-EN-C

<http://www.emcdda.europa.eu/publications/selected-issues/treatment-costs> (655 downloads in 2011)

Accompanied by a summary available in EN:

[http://www.emcdda.europa.eu/attachements.cfm/att\\_143690\\_EN\\_SI\\_cost-of-treatment\\_summary.pdf](http://www.emcdda.europa.eu/attachements.cfm/att_143690_EN_SI_cost-of-treatment_summary.pdf)

*Mortality related to drug use in Europe*, EMCDDA, Lisbon, November 2011.

Cat. No: TD-SI-11-003-EN-C

<http://www.emcdda.europa.eu/publications/selected-issues/mortality> (987 downloads in 2011)

Accompanied by a summary available in EN:

[http://www.emcdda.europa.eu/attachements.cfm/att\\_143671\\_EN\\_SI\\_mortality\\_summary.pdf](http://www.emcdda.europa.eu/attachements.cfm/att_143671_EN_SI_mortality_summary.pdf)

#### Statistical bulletin (web-based)

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

Available as a website in EN: <http://www.emcdda.europa.eu/stats11>

#### Country overviews

Summaries of the national drug situation, key statistics and a barometer showing the drug use prevalence position in each country. In addition to the 30 EMCDDA Member States, the following Country overviews are available for IPA beneficiaries in 2011 (2010 data): Former Yugoslav Republic of Macedonia, Montenegro, Albania, Bosnia and Herzegovina, Kosovo (under UNSCR 1244/99), Serbia.



Available online in EN and in national language(s):  
<http://www.emcdda.europa.eu/publications/country-overviews>

#### *Country overviews 2011 (FSU)*

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

Available online in EN:  
<http://www.emcdda.europa.eu/publications/country-overviews>

#### **National reports**

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

#### **Institutional publications**

*General report of activities including annual activity report of the EMCDDA's authorising officer* (for 2010). EMCDDA, Lisbon, June 2011.

Cat. No: TD-AB-11-001-EN-N

<http://www.emcdda.europa.eu/publications/general-report-of-activities/2010>

*Annual accounts 2010*, EMCDDA, Lisbon, July 2011.

<http://www.emcdda.europa.eu/html.cfm/index137681EN.html>

*Budget 2011*, EMCDDA, Lisbon, February 2011.

<http://www.emcdda.europa.eu/html.cfm/index122190EN.html>

*Work programme 2011*, EMCDDA, Lisbon, January 2011.

Cat. No: TD-AM-11-001-EN-N

<http://www.emcdda.europa.eu/html.cfm/index121903EN.html>

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

*EMCDDA-Europol annual report on the implementation of Council Decision (2005/387/JHA) on the information exchange, risk assessment and control of new psychoactive*, EMCDDA, Lisbon, May 2011.

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

<http://www.emcdda.europa.eu/publications/implementation-reports/2011>

*Report on the risk assessment of mephedrone in the framework of the Council Decision on new psychoactive substances*, EMCDDA, Lisbon, May 2011.

Cat. No: TD-AK-11-001-EN-C

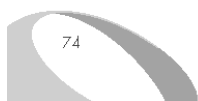
This publication presents the summary findings and the conclusions of the risk assessment on mephedrone, carried out by the EMCDDA's extended Scientific Committee, with participation of additional experts from the European Commission, Europol and the EMA.  
<http://www.emcdda.europa.eu/html.cfm/index116639EN.html>

#### **EMCDDA Manuals**

*European drug prevention quality standards*, EMCDDA, Lisbon, December 2011.

Cat. No: TD-31-11-250-EN-C

<http://www.emcdda.europa.eu/publications/manuals/prevention-standards>  
(2 314 downloads in 2011)



### Drugs in focus policy briefings

*Responding to new psychoactive substances*, EMCDDA, Lisbon, December 2011.

Available in 25 languages — all EU official languages, plus Norwegian and Turkish  
Cat. No: TD-AD-11-002-BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/GA/HU/IT/LT/LV/MT/NL/NO/PL/PT/RO/SK/SL/SV/TR -C

<http://www.emcdda.europa.eu/publications/drugs-in-focus/responding-to-new-psychoactive-substances> (3 070 downloads in 2011)

*Khat use in Europe: implications for European policy*, EMCDDA, Lisbon, July 2011.

Available in 25 languages — all EU official languages, plus Norwegian and Turkish  
Cat. No: TD-AD-11-001-BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/GA/HU/IT/LT/LV/MT/NL/NO/PL/PT/RO/SK/SL/SV/TR -C

<http://www.emcdda.europa.eu/publications/drugs-in-focus/khat> (7 873 downloads in 2011)

### National drug policy profiles

*Drug policy profiles — Portugal*, EMCDDA, Lisbon, June 2011.

Cat. No: TD-AP-11-001-EN-C

<http://www.emcdda.europa.eu/publications/drug-policy-profiles/portugal> (2 891 downloads in 2011)

### Joint publications

*Amphetamine: a European Union perspective in the global context*, EMCDDA and Europol, Lisbon, December 2011.

Issue No 3 of joint publications with Europol

Cat. No: TD-AN-11-003-EN-C

<http://www.emcdda.europa.eu/publications/joint-publications/amphetamine> (1 120 downloads in 2011)

*Joint guidance on the prevention of infections among injecting drug users (ECDC–EMCDDA)*, EMCDDA and ECDC, Lisbon, October 2011.

- *ECDC and EMCDDA guidance. Prevention and control of infectious diseases among people who inject drugs*, published on 12 October 2011;
- *'In-brief'-version*, published on 12 October 2011;
- Technical Report: *'Evidence for the effectiveness of interventions to prevent infectious diseases among people who inject drugs. Part 1: needle and syringe programmes and other interventions for preventing hepatitis C, HIV and injecting risk behaviour'*; published on 30 November 2011;
- Technical Report: *'Evidence for the effectiveness of interventions to prevent infectious diseases among people who inject drugs. Part 2: Drug treatment for preventing hepatitis C, HIV and injecting risk behaviour'*; published on 30 November 2011.

Cat. No: TQ-30-11-263-EN-C

<http://www.emcdda.europa.eu/publications/ecdc-emcdda-guidance> (1 399 downloads in 2011)

*Building a national drugs observatory: a joint handbook*, EMCDDA and CICAD-OAS, Lisbon, October 2010 (EN version).

Russian and Arabic versions of the Handbook were released in 2011.

Cat. No: TD-31-10-496-EN-C

<http://www.emcdda.europa.eu/publications/joint/ndo-handbook>

### Thematic papers

*Pilot study on wholesale drug prices in Europe*, EMCDDA, Lisbon, October 2011.

Cat. No: TD-XA-11-001-EN-C

<http://www.emcdda.europa.eu/publications/thematic-papers/wholesale-prices> (1 026 downloads in 2011)





## Drug profiles

*New drug profile on 'Salvia divinorum'*, 2011. Available on website in DE, EN and FR.

<http://www.emcdda.europa.eu/publications/drug-profiles/salvia>

*18 Drug profiles updated* and available online in DE, EN and FR

<http://www.emcdda.europa.eu/publications/drug-profiles>

## Drugnet Europe

### *Drugnet Europe*

The EMCDDA's quarterly newsletter. Provides regular information on the Agency's activities to a broad readership. Four editions in 2011 (73, 74, 75, 76). Available in EN.

<http://www.emcdda.europa.eu/publications/drugnet>

Also available as a website:

<http://www.emcdda.europa.eu/publications/drugnet/online>

## Scientific studies

*Online sales of new psychoactive substances/'legal highs': summary of results from the 2011 multilingual snapshots*, EMCDDA, Lisbon, November 2011.

<http://www.emcdda.europa.eu/publications/scientific-studies/2011/snapshot>

*Summary report from EMCDDA Trendspotter meeting 18-19 October 2011 (First EMCDDA trendspotter meeting 'Recent shocks in the European heroin market: explanations and ramifications')*, EMCDDA, Lisbon, November 2011.

<http://www.emcdda.europa.eu/scientific-studies/2011/trendspotters-report>

*Drug use prevalence estimates report*, EMCDDA, Lisbon, April 2011.

<http://www.emcdda.europa.eu/html.cfm/index129926EN.html>

## Media products

### *News releases*

13 news releases

No 1 – Leading experts to review global developments in new drugs and 'legal highs' (5.5.2011) DE/EN/FR/PT

No 2 – New drugs becoming available at 'unprecedented pace', says report (11.5.2011) DE/EN/FR/PT

No 3 – Khat use in Europe: update and policy implications (4.7.2011) DE/EN/FR/PT

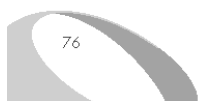
No 4 – 15 November 2011, Lisbon – EU drugs agency to present the latest statistics, trends and analysis (10.10.2011) BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HU/IT/LV/NL/PL/PT/RO/SK/SL/SV/NO

No 5 – Seven ways to reduce infections among people who inject drugs (12.10.2011) CZ/DE/ET/EN/FR/PT/RU

No 6 – EMCDDA celebrates scientific writing with new award (11.11.2011) DE/EN/FR/PT

No 7 – Policies and responses must be fit to face the challenges of the next decade, says drugs agency chief (15.11.2011) BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HU/IT/LV/NL/PL/PT/RO/SK/SL/SV/NO

No 8 – EU drugs agency releases new analysis of Europe's changing opioid problem (15.11.2011) BG/CS/DA/DE/EL/EN/ES/ET/FI/FR/HU/IT/LV/NL/PL/PT/RO/SK/SL/SV/NO



No 9 – ECDC and EMCDDA to host joint scientific seminar at the European Parliament on the eve of World AIDS Day (29.11.2011) EN

No 10 – International experts to examine the influence of social and economic environments on substance use (5.12.2011) EN/PT

No 11 – EMCDDA launches first European quality standards to improve drug prevention in the EU (9.12.2011) EN/PT

No 12 – EMCDDA briefing paper highlights need for range of tools to counter threat of emerging drugs (14.12.2011) EN

No 13 – 'Latest analysis highlights changing trends in illicit production of amphetamine in Europe (15.12.2011) EN

#### *Fact sheets*

*7 fact sheets available mostly only in EN*

Fact sheet 1: EMCDDA to acknowledge excellence in scientific writing (4.3.2011)

Fact sheet 2: High-level Polish delegation visits EMCDDA (7.3.2011)

Fact sheet 3: EMCDDA celebrates Europe day with partners in Lisbon (6.5.2011)

Fact sheet 4: EMCDDA Scientific Committee elects new leaders (18.5.2011)

Fact sheet 5: Survey results: youth attitudes to drugs (11.7.2011)

Fact sheet 6: EMCDDA and ESPAD to scale up cooperation through new joint actions (28.11.2011)

Fact sheet 7: Registration opens for European summer school on illicit drugs (15.12.2011)

#### *News updates*

EU agencies at the European Parliament (24.1.2011)

First International Forum on New Drugs: concluding remarks (13.5.2011)

Message from Wolfgang Götz, EMCDDA Director ahead of International day against drug abuse and illicit trafficking (26 June) (23.6.2011)

Update – risk of HIV outbreaks among drug injectors in the EU (15.11.2011)

#### **Online tools and web-based resources**

##### **EMCDDA public website**

The gateway to drug information in Europe.

<http://www.emcdda.europa.eu>

##### *Prevention profiles*

<http://www.emcdda.europa.eu/prevention-profiles>

##### *Action on new drugs*

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

Wastewater project, First International Multidisciplinary Forum on New Drugs, trendspotter meeting

##### *Drug-related research*

<http://www.emcdda.europa.eu/themes/research>



#### *Best practice portal*

A resource for professionals, policymakers and researchers in the areas of drug-related prevention, treatment, harm reduction and social reintegration.

<http://www.emcdda.europa.eu/best-practice>

#### *ELDD (European Legal Database on Drugs)*

<http://www.emcdda.europa.eu/eldd>

#### *Treatment profiles*

<http://www.emcdda.europa.eu/responses/treatment-overviews>

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2. **Burkhardt, G.** (2011), 'Prevención ambiental de drogas en la Unión Europea. ¿Por qué es tan impopular este tipo de prevención? [Environmental drug prevention in the EU. Why is it so unpopular?]' in *Adicciones*, Volume 23, No 2, pp. 87–100. <http://www.zheta.com/user3/adicciones/files/editorial%20Burkhar%2023-2.pdf>
3. **Burkhardt, G.**, Benedusi, M., Sciorra, M. and Marino, V. (2011), 'Finalità ed obiettivi della prevenzione. Uno sguardo sull'Europa', in V. Marino and M. Benedusi (Eds.), *Fare Prevenzione — Appunti e Linee guida Regionali sulla prevenzione alle Dipendenze*, pp. 13–26, ASL Varese.
4. **Burkhardt, G.**, Gyarmathy, A. V. and Bo, A. (2011), 'Selective prevention: Addressing vulnerability to problem drug use in Europe', in *Drugs: Education, Prevention and Policy*, Volume 18, No 6, pp. 447–453.
5. **Carpentier, C.**, Royuela, L., Noor, A. and Hedrich, D. (2011), 'Ten years of monitoring illicit drug use in prison populations in Europe: issues and challenges', in *The Howard Journal of Criminal Justice*, Volume 51, Issue 1, pp. 37–46 (February 2012). Available online 13 July 2011.
6. **Costa Storti, C.**, De Grauwe, P. and Reuter, P. (2011), 'Economic recession, drug use and public health' in *International Journal of Drug Policy* 22 (2011), pp. 321–325.
7. **Costa Storti, C.**, De Grauwe, P., Sabbadash, A. and **Montanari, L.** (2011), 'Unemployment and drug treatment' in *International Journal of Drug Policy*, 22, pp. 366–373.
8. **Ferri, M.**, **Burkhardt, G.**, Allara, E., **Bo, A.**, **Gyarmathy, A. V.**, Faggiano, F. (2011), 'Media campaigns for the prevention of illicit drug use in young people' in *Cochrane Database of Systematic Reviews: Protocols* 2011, Issue 9. Online at: <http://onlinelibrary.wiley.com/doi/10.1002/14651858.CD009287/abstract>
9. **Ferri, M.** et al. (2011), 'Promoting best practice in the drug addiction field: the EMCDDA experience', in *Substance Abuse Treatment: generalities and specificities*, Adan, A. (Editor), University of Barcelona. ISBN: 978-84-15340-34-8
10. **Ferri, M.**, Davoli, M., Perucci, C. A., (2011), 'Heroin maintenance for chronic heroin-dependent individuals', *Cochrane Database of Systemic Reviews*, December.
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12. **Ferri, M., Bo, A., Allara, E. and Simon, R.** (2011), 'Do the European Guidelines recommend evidence-based interventions for drug addiction? A benchmarking exercise', Abstracts of the 19th Cochrane Colloquium, 19–22 October, Madrid, Spain. *Cochrane Database of Systematic Reviews*, Supplement 2011.
13. **Griffiths, P., Mounteney, J., Lopez, D., Zobel, F. and Götz, W.** (2011), 'Monitoring the European drug situation the ongoing challenge for the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)' in *Addictions*, Volume 107, Issue 2, pp. 254–8 (online in 2011, published 2012).
14. Madgula, R. M., **Groshkova, T.** and Mayet, S. (2011), 'Illicit drug use in pregnancy: effects and management', in *Expert Review of Obstetrics and Gynecology*, Volume 6, No 2, pp. 179–192.
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## Annex 4

### **Key external events, conferences and meetings, 2011**

During 2011, EMCDDA staff participated in 256 external events, conferences and technical meetings. Through this participation, they brought their knowledge and expertise to international scientific discussions and the various political debates currently active in the drugs field.

For details of these events, please go to the following link:

<http://www.emcdda.europa.eu/publications/general-report-of-activities/2011/annex4>



## Annex 5

**Members of the EMCDDA's statutory bodies****Members of the Management Board**

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

Country	Member	Substitute
Belgium	Claude GILLARD (Vice-Chairman)	Philippe DEMOULIN
Bulgaria	Tsveta RAICHEVA	
Czech Republic	Jindrich VOBORIL	Lucia KISSOVA
Denmark	Mogens JØRGENSEN	Mie SAABYE
Germany	Mechthild DYCKMANS	Dirk LESSER
Estonia	Maris SALEKŠIN	Andri AHVEN
Ireland	Michael CONROY	Brendan RYAN
Greece	Minerva-Melpomeni MALLIORI	Konstantinos GAZGALIDIS
Spain	Niruria ESPÍ DE NAVAS	Maria Sofia ARAGÓN SÁNCHEZ
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Italy	Giovanni SERPELLONI	Elisabetta SIMEONI
Cyprus	Stelios SERGIDES	
Latvia	Maris TAUBE	
Lithuania	Zenius MARTINKUS	Povilas RADZEVIČIUS
Luxembourg	Frank GANSEN	Mike SCHWEBAG
Hungary	Éva MÜLLER	Péter Balázs MOLNÁR
Malta	Richard MUSCAT	
Netherlands	Marcel DE KORT	
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Country	Member	Substitute
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United Kingdom	John McCracken	Anna Richardson
European Commission	Aurel Ciobanu-Dordea	Michael Hübel
	Dana Spinant	Caroline Hager
European Parliament	Barbara Dührkop Dührkop	Hubert Pirker
	Carla Rossi	Carmela Costa
Norwegian representatives	Lilly Sofie Ottesen	Jon-Olay Aspås

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Scientific Committee	Marina Davoli
Reitox Spokesperson	Alain Lodwick
UNODC	Gilberto Gerra
WHO	Haik Nikogosian
Council of Europe Pompidou Group	Thomas Kattau

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

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Claude Gillard	BE (Vice-Chairman of the Management Board and Chair of the Budget Committee)
Mogens Jørgensen	DK
Minerva-Melpomeni Malliori	GR
2 representatives of the European Commission	
Wolfgang Götz	Director



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

Issue	Name	Country
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<b>Economic issues</b>	Anne-Line BRETTEVILLE JENSEN	Norway



## Annex 6

### Use of the available resources in 2011 <sup>(1)</sup>

#### EMCDDA 2011 budget allocation and execution by objectives and activities of the EMCDDA 2011 work programme

##### (a) Vertical operations

(Core business pursuant to the priority areas of activities defined in the EMCDDA founding Regulation)

Objectives and activities of EMCDDA 2011 WP	Main organisational actors for implementation	Assigned HR (fte/year) [1]				
		O	TA	CA	SNE	Total HR
1. Core monitoring activities	Scientific director (SDI)	1.00	2.90			3.90
2. Key indicators and monitoring the epidemiology of the drug situation	EPI	0.70	6.20	3.90		10.80
3. Monitoring responses, interventions and solutions applied to drug-related problems	IBS	1.50	2.10	0.90		4.50
4. Transversal analysis	SDI + CUPs	0.30	1.80	0.20		2.30
5. Supply and supply reduction	SAT		2.50		1.00	3.50
6. Monitoring new trends and developments and assessing the risks of new substances	SAT		2.50	1.00		3.50
7. Improving Europe's capacity to monitor and evaluate policies	POL		4.80	1.00		5.80
8. Good practice, guidelines and quality standards, and cooperation with the scientific community	IBS	0.50	3.20			3.70
<b>TOTAL</b>		<b>4.00</b>	<b>26.00</b>	<b>7.00</b>	<b>1.00</b>	<b>38.00</b>

[1] Fte/year = full time equivalent per year; O = officials; TA = temporary agents; CA = contract agents; SNE = seconded national experts

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

[3] Overheads, i.e. appropriations for cost/expenditure for activities, equipment, infrastructure and staff that indirectly aim at implementing the EMCDDA mission/task/WP, as their immediate aim is to support operational activities and staff. These overheads are distributed to operational activities in proportion of the human resources assigned for the implementation of these activities.

(1) Data source: ABAC system.



Allocated and executed budget – Non-assigned appropriations (EUR)								
For direct cost of operations [2]			For indirect cost of operations [3]			Total initial allocation	Total final allocation (31.12.11)	Total Execution at 31.12.11 (committed)
Initial allocation	Final allocation (31.12.11)	Execution at 31.12.11 (committed)	Initial allocation	Final allocation (31.12.11)	Execution at 31.12.11 (committed)			
439 342	340 262	339 563	306 417	174 155	168 670	745 759	514 417	508 233
1 086 263	1 144 676	1 144 257	848 539	926 738	923 611	1 934 802	2 071 414	2 067 868
480 579	523 092	522 573	353 558	348 641	346 548	834 137	871 733	869 121
222 617	172 999	172 766	180 707	143 194	138 685	403 324	316 193	311 451
351 163	377 086	376 905	274 990	231 165	231 032	626 153	608 251	607 937
381 970	403 685	399 504	274 990	231 165	231 032	656 960	634 850	630 536
571 846	600 281	600 145	455 697	464 359	462 064	1 027 543	1 064 640	1 062 209
399 907	403 238	402 900	290 703	424 660	422 870	690 610	827 898	825 770
<b>3 933 687</b>	<b>3 965 319</b>	<b>3 958 613</b>	<b>2 985 601</b>	<b>2 944 077</b>	<b>2 924 512</b>	<b>6 919 288</b>	<b>6 909 396</b>	<b>6 883 125</b>



**(b) Transversal operations**

Objectives and activities of EMCDDA 2011 WP	Main organisational actors for implementation	Assigned HR (fte/year) [1]				
		O	TA	CA	SNE	Total HR
9. Communicating the EMCDDA's findings to external audiences (including translation)	COM	1.00	9.00	2.00		12.00
10. Governance, management and networks	Executive and Corporate Management (Director +DIR office +governing bodies' activities)	3.00	6.00	2.00		11.00
	RTX (network coordination +NFPs' co-financed activities)	1.00	2.50	1.00		4.50
11. International cooperation and collaboration with partners and technical assistance	RTX (international cooperation)		1.50	1.00		2.50
<b>TOTAL</b>		<b>5.00</b>	<b>19.00</b>	<b>6.00</b>	<b>0.00</b>	<b>30.00</b>
<b>GRAND TOTAL FOR OPERATIONS</b>		<b>9.00</b>	<b>45.00</b>	<b>13.00</b>	<b>1.00</b>	<b>68.00</b>

**(c) Support to operations**

Objectives and activities of EMCDDA 2011 WP	Main organisational actors for implementation	Assigned HR (fte/year) [1]				
		O	TA	CA	SNE	Total HR
12. Administration, infrastructure and resources/assets management	ADM	3.00	13.00	7.00		23.00
13. ICT support, Equipment and services	ICT	1.00	7.00	3.00		11.00
<b>TOTAL</b>		<b>4.00</b>	<b>20.00</b>	<b>10.00</b>	<b>0.00</b>	<b>34.00</b>

**(d) Special projects**

Objectives and activities of EMCDDA 2011 WP	Main organisational actors for implementation	Assigned HR (fte/year) [1]				
		O	TA	CA	SNE	Total HR
14. Prepare of IPA Beneficiaries Countries for their participation in the EMCDDA (IPA 3 project)	RTX (IPA 3)			2		2

[1] Fte/year = full time equivalent per year; O = officials; TA = temporary agents; CA = contract agents; SNE = seconded national experts  
 [2] Appropriations for cost/expenditure for operational activities and staff that directly aim at implementing the EMCDDA mission/task/WP  
 [3] Overheads, i.e. appropriations for cost/expenditure for activities, equipment, infrastructure and staff that indirectly aim at implementing the EMCDDA mission/task/WP, as their immediate aim is to support operational activities and staff. These overheads are distributed to operational activities in proportion of the human resources assigned for the implementation of these activities.



Allocated and executed budget – Non-assigned appropriations (EUR)								
For direct cost of operations [2]			For indirect cost of operations [3]			Total initial allocation	Total final allocation (31.12.11)	Total Execution at 31.12.11 (committed)
Initial allocation	Final allocation (31.12.11)	Execution at 31.12.11 (committed)	Initial allocation	Final allocation (31.12.11)	Execution at 31.12.11 (committed)			
2 049 043	2 095 192	2 094 404	942 822	929 710	923 610	2 991 865	3 024 902	3 018 014
1 161 380	1 126 368	1 125 679	864 252	822 234	769 419	2 025 632	1 948 602	1 895 098
3 039 680	2 971 365	2 956 633	353 558	378 641	377 489	3 393 238	3 350 006	3 334 122
383 495	384 621	366 660	196 421	193 690	161 929	579 916	578 311	528 589
<b>6 633 598</b>	<b>6 577 546</b>	<b>6 543 376</b>	<b>2 357 053</b>	<b>2 324 275</b>	<b>2 232 447</b>	<b>8 990 651</b>	<b>8 901 821</b>	<b>8 775 823</b>
<b>10 567 285</b>	<b>10 542 865</b>	<b>10 501 989</b>	<b>5 342 654</b>	<b>5 268 352</b>	<b>5 156 959</b>	<b>15 909 939</b>	<b>15 811 217</b>	<b>15 658 948</b>

Allocated and executed budget for direct cost of supporting activities to be distributed to operational activities [3] – Non-assigned appropriations (EUR)		
Initial allocation	Final allocation (31.12.11)	Execution at 31.12.11 (committed)
3 815 275	3 845 809	3 814 101
1 527 379	1 422 543	1 342 858
<b>5 342 654</b>	<b>5 268 352</b>	<b>5 156 959</b>

Allocated and executed budget – Assigned appropriations (EUR)								
For direct cost of operations [2]			For indirect cost of operations [3]			Total initial allocation	Total final allocation (31.12.11)	Total Execution at 31.12.11 (committed)
Initial allocation (including appropriations carried over from previous year)	Final allocation (31.12.11)	Execution at 31.12.11 (committed)	Initial allocation	Final allocation (31.12.11)	Execution at 31.12.11 (committed)			
674 486	674 486	659 444	4 000	4 000	0	678 486	678 486	659 444

### Budget outturn account for the financial year 2011: economic outturn account

	2011	2010	Variation
Contributions of EFTA countries belonging to the EEA	408 416.09	369 040.67	39 375.42
Recovery of expenses	7 009.10	19 220.09	-12 210.99
Revenues from administrative operations	0.00	31 835.86	-31 835.86
Other operating revenue	15 954 202.38	14 515 938.66	1 438 263.72
<b>Total operating revenue</b>	<b>16 369 627.57</b>	<b>14 936 035.28</b>	<b>1 433 592.29</b>
Administrative expenses	-11 363 749.33	-10 985 136.36	-378 612.97
All Staff expenses	-8 761 167.70	-8 555 136.60	-206 031.10
Fixed asset related expenses	-344 088.11	-436 338.92	92 250.81
Other administrative expenses	-2 258 493.52	-1 993 660.84	-264 832.68
Operational expenses	-5 273 020.35	-4 741 121.02	-531 899.33
Other operational expenses	-5 273 020.35	-4 741 121.02	-531 899.33
<b>Total operating expenses</b>	<b>-16 636 769.68</b>	<b>-15 726 257.38</b>	<b>-910 512.30</b>
<b>Surplus/(deficit) from operating activities</b>	<b>-267 142.11</b>	<b>-790 222.10</b>	<b>523 079.99</b>
Financial expenses	-3 599.73	-4 059.38	459.65
<b>Surplus/(deficit) from non-operating activities</b>	<b>-3 599.73</b>	<b>-4 059.38</b>	<b>459.65</b>
<b>Surplus/(deficit) from ordinary activities</b>	<b>-270 741.84</b>	<b>-794 281.48</b>	<b>523 539.64</b>
<b>Economic outturn for the year</b>	<b>-270 741.84</b>	<b>-794 281.48</b>	<b>523 539.64</b>

## EMCDDA 2011 budget appropriations and execution by nature of expenditure

### Financial and accounting management

A budget of EUR 15 811 217 was adopted for the implementation of the 2011 work programme.

The budgetary figures for 2011 are presented in the tables below.

Title	Description	EUR
<b>1.</b>	<b>Expenditure relating to persons working with the office</b>	
	• Staff in active employment	8 599 768
	• Other staff-related expenditure (exchange of officials, etc.)	110 163
	<b>Total under Title 1</b>	<b>8 709 831</b>
<b>2.</b>	<b>Buildings, equipment and sundry operating expenditure</b>	
	• Investment in immovable property, rental of buildings and associated costs	1 482 539
	• Data processing	547 639
	• Movable property and associated costs	113 965
	• Current administrative expenditure + Postal charges and telecommunications	194 290
	• Socio-medical infrastructure	30 033
	<b>Total under Title 2</b>	<b>2 368 466</b>
<b>3.</b>	<b>Expenditure resulting from special functions carried out by the institution</b>	
	• Statutory meetings	240 049
	• Expenditure on formal and others meetings + Representative expenses	324 525
	• Studies, surveys, consultations	185 747
	• Publishing	1 037 418
	• European Network on Drugs and Drug Addiction (Reitox)	2 587 108
	• Missions	358 073
	<b>Total under Title 3 – Section 1.01</b>	<b>4 732 920</b>
	<b>Section 1.02 – Total core budget</b>	<b>15 811 217</b>
	<b>Section 1.03</b>	
<b>4.</b>	<b>Section 1.04 – Expenditure relating to other subsidies</b>	
	• EC financing of specific projects	
	• IPA3 financing for implementing pre-accession strategy	
<b>10.</b>	<b>Other expenses (reserve)</b>	<b>400 000</b>
	<b>Total budget</b>	<b>16 211 217</b>

### Execution of the budget: Credit consumption, 2011 (Commitments)

Title	Description	% consumption of available credits
<b>1.</b>	<b>Staff</b>	99.92 %
	Staff salaries, allowances, etc.	
<b>2.</b>	<b>Buildings, equipment and sundry operating expenditure</b>	99.49 %
<b>3.</b>	<b>Operating expenditure</b>	97.18 %
<b>4.</b>	<b>Expenditure relating to other subsidies</b>	
	<b>Total consumption (Titles 1, 2, 3)</b>	<b>99.04 %</b>



**EMCDDA balance sheet at 31 December 2011****Assets**

	31.12.2011	31.12.2010	Variation
<b>A. Non-current assets</b>			
<b>Intangible assets</b>	<b>98 442.83</b>	<b>194 132.87</b>	<b>-95 690.04</b>
<b>Property, plant and equipment</b>	<b>2 336 471.25</b>	<b>2 488 414.54</b>	<b>-151 943.29</b>
Land and buildings	2 084 537.76	2 176 027.28	-91 489.52
Plant and equipment	65 654.77	78 932.35	-13 277.58
Computer hardware	106 666.66	133 132.40	-26 465.74
Furniture and vehicles	79 612.06	100 322.51	-20 710.45
<b>Total non-current assets</b>	<b>2 434 914.08</b>	<b>2 682 547.41</b>	<b>-247 633.33</b>
<b>B. Current assets</b>			
<b>Short-term pre-financing</b>	<b>15 972.20</b>	<b>11 600.00</b>	<b>4 372.20</b>
Short-term pre-financing	15 972.20	11 600.00	4 372.20
<b>Short-term receivables</b>	<b>358 576.74</b>	<b>325 558.64</b>	<b>33 018.10</b>
Current receivables	235 482.78	183 435.29	52 047.49
Other	123 093.96	142 123.35	-19 029.39
Accrued income	-482.00		-482.00
Deferred charges	123 575.96	142 123.35	-18 547.39
<b>Cash and cash equivalents</b>	<b>875 681.67</b>	<b>2 056 532.41</b>	<b>-1 180 850.74</b>
<b>Total current assets</b>	<b>1 250 230.61</b>	<b>2 393 691.05</b>	<b>-1 143 460.44</b>
<b>Total</b>	<b>3 685 144.69</b>	<b>5 076 238.46</b>	<b>-1 391 093.77</b>

**Liabilities**

	31.12.2011	31.12.2010	Variation
<b>A. Net Assets</b>	<b>1 858 146.04</b>	<b>2 128 887.88</b>	<b>-270 741.84</b>
<b>Accumulated surplus/deficit</b>	<b>2 128 887.88</b>	<b>2 923 169.36</b>	<b>-794 281.48</b>
Economic outturn for the year – profit+/loss-	-270 741.84	-794 281.48	523 539.64
<b>Total A. Net Assets</b>	<b>1 858 146.04</b>	<b>2 128 887.88</b>	<b>-270 741.84</b>
<b>D. Current liabilities</b>	<b>1 826 998.65</b>	<b>2 947 350.58</b>	<b>-1 120 351.93</b>
<b>Provisions for risks and charges</b>	<b>34 896.06</b>	<b>0.00</b>	<b>34 896.06</b>
<b>Accounts payable</b>	<b>1 792 102.59</b>	<b>2 947 350.58</b>	<b>-1 155 247.99</b>
Current payables	-11 562.16	124 050.31	-135 612.47
Other	1 562 053.74	1 602 967.10	-40 913.36
Accrued charges	1 559 252.83	1 571 684.77	-12 431.94
Deferred income	2 800.91	31 282.33	-28 481.42
<i>Accounts payable with consolidated EU entities</i>	241 611.01	1 220 333.17	-978 722.16
<i>Pre-financing received from consolidated EU entities</i>	168 345.79	1 203 389.06	-1 035 043.27
<i>Other accounts payable against consolidated EU entities</i>	73 265.22	16 944.11	56 321.11
<b>Total D. Current liabilities</b>	<b>1 826 998.65</b>	<b>2 947 350.58</b>	<b>-1 120 351.93</b>
<b>Total</b>	<b>3 685 144.69</b>	<b>5 076 238.46</b>	<b>-1 391 093.77</b>

**Budget outturn account for the financial year 2011: revenue and expenditure**

		2011	2010
<b>Revenue</b>			
Balancing Commission subsidy	+	15 400 000.00	15 362 000.00
Other subsidy from Commission (Phare, IPA, ...)	+	400 000.00	500 000.00
Fee income	+		
Other income	+	442 922.74	411 482.51
<b>Total revenue (a)</b>		<b>16 242 922.74</b>	<b>16 273 482.51</b>
<b>Expenditure</b>			
<i>Title I: Staff</i>			
Payments	-	8 748 924.27	8 722 153.46
Appropriations carried over	-	49 445.41	65 673.61
<i>Title II: Administrative expenses</i>			
Payments	-	2 133 535.15	1 655 059.82
Appropriations carried over	-	255 857.50	342 394.60
<i>Title III: Operating expenditure</i>			
Payments	-	5 149 817.88	4 495 449.90
Appropriations carried over	-	247 005.82	303 559.61
<b>Total expenditure (b)</b>		<b>16 584 586.03</b>	<b>15 584 291.00</b>
<b>Outturn for the financial year (a-b)</b>		<b>-341 663.29</b>	<b>689 191.51</b>
Cancellation of unused payment appropriations carried over from previous year	+	63 974.22	61 824.94
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	352 984.02	383 981.74
Exchange differences for the year (gain +/-)	+/-	37.67	209.12
Norway Outturn from 2010 + prorata 2011 with Final Budget RTX		28 481.42	-134 835.65
<b>Balance of the outturn account for the financial year</b>		<b>103 814.04</b>	<b>1 000 371.66</b>
Balance year N-1	+/-	1 000 371.66	227 166.13
Positive balance from year N-1 reimbursed in year N to the Commission	-	-1 000 371.66	-227 166.13
<b>Result used for determining amounts in general accounting</b>		<b>103 814.04</b>	<b>1 000 371.66</b>
<b>Commission subsidy — agency registers accrued revenue and Commission accrued expense</b>		<b>15 296 185.96</b>	
<b>Pre-financing remaining open to be reimbursed by agency to Commission in year N+1</b>		<b>103 814.04</b>	
Not included in the budget outturn:			
Interest generated by 31.12.N on the Commission balancing subsidy funds and to be reimbursed to the Commission (liability)	+	10 059.58	14 533.27

## List of 2011 negotiated procedures

	Works		Supplies		Services			Total		
	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	%	Volume of contracts (EUR)	%
>5000 & <25 000 EUR	0	0.00	1	9 354.00	18	226 143.46	19	67.9 %	235 497.46	33.0 %
=/ > 25 000 EUR	1	59 000.00	1	60 000.00	7	360 175.91	9	32.1 %	479 175.91	67.1 %
<b>Total</b>	<b>1</b>	<b>59 000.00</b>	<b>2</b>	<b>69 354.00</b>	<b>25</b>	<b>586319.37</b>	<b>28</b>	<b>100 %</b>	<b>714 673.37</b>	<b>100 %</b>



## Annex 7

### List of acronyms and abbreviations

AAR	Annual activity report
ABB	Activity-based budgeting
ABM	Activity-based management
AR	EMCDDA Annual report
CADAP	The Central Asia Drug Action Programme
CeCLAD-M	Centre de Coordination pour la Lutte Anti-drogue en Méditerranée
CEPOL	European Police College
CICAD	Inter-American Drug Abuse Control Commission
CMA	Content Management Application
CND	UN Commission on Narcotic Drugs
COPOLAD	Cooperation Programme between Latin America and the European Union on Drugs Policies
COSI	Standing Committee on Operational Cooperation on Internal Security
CUP	Cross-unit project
DG SANCO	European Commission Directorate-General for Health and Consumers
DPO	Data protection officer
DRD	Drug-related deaths
DRID	Drug-related infectious diseases
EDDRA	European drug demand reduction action
EC	European Commission
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
EDND	European database on new drugs
ELDD	European Legal Database on Drugs
EMA	European Medicines Agency
EMSA	European Maritime Safety Agency
ENFSI	European Network of Forensic Science Institutes
ENP	European neighbourhood policy
EP	European Parliament
EPP	European People's Party
ESPAD	European School Survey Project on Alcohol and other Drugs
EU-LAC	European Union-Latin America and the Caribbean
EWS	early warning system
EQUS	EU framework for minimum quality standards and benchmarks in drug demand reduction
EUSPR	European Society for Prevention Research
GPs	General practitioners
GPS	General population survey
GRADE	Grades of Recommendations Assessment, Development and Evaluation working group
HDG	Horizontal Drugs Group
HBSC	Health behaviour in school-aged children (WHO study)
HFP	Head of focal point
HoU	Head(s) of Unit
IAS	Internal Audit Service
IDU	Injecting drug use
IPA	Instrument for Pre-Accession Assistance



ISAJE	International Society of Addiction Journal Editors
ISCTE	Instituto Superior das Ciências do Trabalho e da Empresa
JHA	Justice and Home Affairs group, European Commission
KI	Key indicator
LIBE	Civil Liberties, Justice and Home Affairs Committee
MAOC-N	The Maritime Analysis and Operation Centre – Narcotics
MEP	Member of the European Parliament
MoU	Memorandum of Understanding
MS	Member State(s)
NIDA	National Institute on Drug Abuse
NFP	National focal point
ONDCP	Office of National Drug Control Policy
OST	Opioid substitution treatment
PCC	Potential candidate countries
PDU	Problem drug use
RRT	Rapid response team
SB	Statistical bulletin
SRT	Systemic review of tools
TDI	Treatment demand indicator
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNODC	United Nations Office on Drugs and Crime
WCO	World Customs Organization
WHO	World Health Organization



European Monitoring Centre for Drugs and Drug Addiction

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## About the EMCDDA

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

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

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

The General report of activities is an annual publication providing a detailed progress report of the EMCDDA's activities over a 12-month period. Published every spring, it catalogues the 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.



Publications Office

