



European Monitoring Centre  
for Drugs and Drug Addiction

# | General | Report of | Activities

**Key achievements and governance:  
a year in review**

2016

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## Foreword

I have the honour of presenting the 22nd *General Report of Activities* of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), which provides an overview of the EMCDDA's achievements in 2016.

During the first year of my mandate as Chair of the EMCDDA Management Board, I have had the privilege to meet and see at work a highly motivated and committed team of professionals, led by the new Director, Alexis Goosdeel, at our headquarters in Lisbon.

In 2016, the EMCDDA brought further added value to its stakeholders, especially to policymakers at EU level and in the Member States, and to professionals working in the drugs field. To that end, the agency continued to refine and adapt its services, while relying on its partners at EU, national and international levels.

The EMCDDA's work has been recognised in the final evaluation of the EU action plan on drugs (2013-16) and we look forward to the same commitment to the next EU plan, confirming the EMCDDA as the leading provider of evidence on drugs in Europe.

The EU Member States, together with Norway and Turkey, have continued to invest in the collection of data and evidence on drugs. Maintaining, consolidating and further developing the quality and comparability of the information collected mainly through the Reitox (European information

network on drugs and drug addiction) national focal points remained a central priority for the EMCDDA.

The key results of this joint data collection and analysis effort were the annual overview of the European drug situation — the European Drug Report package, launched in Lisbon — and the second edition of the EU Drug Markets Report, which was produced jointly with Europol and was launched in Brussels.

At governance level, the Management Board was closely involved in the preparation of the EMCDDA's first long-term strategy, which sets the main objectives and priorities for years to come. The Board welcomed in particular the new strategic vision, which states the Centre's ambition to contribute to a healthier and more secure Europe by providing sound evidence for policies and actions on drugs.

I would like to sincerely thank all colleagues on the Management Board, as well as the Chair and members of the Scientific Committee, for their cooperation.

My special thanks also go to the Director and the staff of the agency, as well as the heads of the Reitox national focal points and their staff for their work and commitment.

**Laura d'Arrigo**

Chair of the EMCDDA Management Board



## Introduction

It is with pride that I introduce this *General Report of Activities*, which presents the achievements of our agency during the first year of my mandate as Director.

If I had to describe this year in a few simple words, I would say that 2016 was a year of change, a decisive moment in the life of the EMCDDA, when the organisation looked at its long-term options, defined its new strategic goals and took the direction needed to successfully reach those goals. This is now known as the 'EMCDDA Strategy 2025', and defining this long-term strategy was my main commitment to the EMCDDA Management Board and my staff when I took up my post at the helm of the EMCDDA.

When designing this strategy, we engaged in an intensive dialogue with our key stakeholders, in order to understand where, and how, more value can be delivered to them in the years to come. We also critically reviewed our internal capacity, with a view to ensuring that our core strengths will be built upon, and our weaknesses will be addressed, when developing the essential business model that will support successful service delivery.

While shaping the new long-term strategic framework of the EMCDDA, in 2016 we continued to produce major outputs that informed sound decisions for drug policy and practice at EU and national levels. We welcomed high-level EU decision-makers who visited us in order to learn

about the latest trends and developments in the drug situation, which are likely to affect the security and health of Europeans. At our headquarters in Lisbon, we also brought together experts from across the EU and partner third countries, who exchanged experiences from their different drug fields. We were able to transfer knowledge to more professionals than ever before, to help them better tackle drug use and its consequences in their countries, through our scaled-up training and capacity-building activities.

At the end of this first year of my mandate as the EMCDDA Director, I would like to acknowledge the important contributions made by our partners, the Reitox national focal points in particular, to these key accomplishments.

My gratitude also goes to our Management Board, particularly our new Chair and Vice-Chair, as well as our Scientific Committee, for their ongoing support during this year of important changes.

Last but not least, I would like to express my special thanks to my team of professionals at the EMCDDA in Lisbon, who have accompanied me through this exceptional transition period and have made all our achievements possible.

**Alexis Goosdeel**  
Director

# Report of activities: key achievements and governance

## CHAPTER 1

Executive summary

## CHAPTER 2

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

## CHAPTER 3

Management and leadership

## CHAPTER 4

Supporting the achievement of results

## Note to readers

The structure of this report of activities was aligned with the template for annual activity reports of decentralised EU agencies provided by the European Commission (Communication Ares(2014)4305716 of 19 December 2014).

Furthermore, Part I — Key achievements and governance — mirrors the structure of the EMCDDA work programme 2016, which is part of the EMCDDA's [three-year strategy and work programme 2016-18](#). This document is built around eight areas, as follows:

### Three key areas (KAs):

- Communicating evidence and knowledge exchange (KA 1) incorporates the key outputs (products and services) that the EMCDDA will provide to its customers (audiences) during 2016-18. This area also includes capacity-building and training activities, which are an integral part of the EMCDDA's knowledge transfer work.
- Early warning and threat assessment (KA 2) includes the rapid monitoring component of the EMCDDA's overall monitoring system. It is composed of two main parts, namely the EU Early Warning System (EWS) and the risk assessment of new drugs, and emerging trends and threats.
- Situation, responses and trend analysis (KA 3) encompasses the core monitoring and analysis activities of the EMCDDA, which provide an annual state-of-the-art overview of drug demand and supply, together with the responses to tackle them and the core trends in these domains.

- **Three cross-cutting areas (CAs):** activities in these areas are of a horizontal nature in that they feed, and thus significantly contribute to, the key areas:
- Information collection and management (CA A), encompasses all the activities related to data collection and management at the EMCDDA. The management of the Reitox network of national focal points, the EMCDDA's main data providers, is also presented in this area.
- Quality assurance (CA B), contains all the activities which ensure that the agency's core business inputs, processes and outputs fulfil the quality standards in place at the EMCDDA. Activities related to the Scientific Committee and scientific coordination tasks are included here.
- Cooperation with partners (CA C), presents the activities carried out by the EMCDDA together with and/or for the benefit of its key partners, at EU level (Member States, EU institutions and other agencies) and at non-EU level (international organisations and third countries).

### Two corporate areas:

- Governance encompasses the activities related to the EMCDDA's Management Board and to the overall management and leadership of the agency, including internal control, corporate planning and performance measuring.
- Administration and ICT contains the tasks related to the management of resources (human, financial, material) and the management of the information and communication technology (ICT) infrastructure.

## CHAPTER 1

# Executive summary

This report presents the implementation of the activities of the European Monitoring Centre for Drugs and Drug Addiction's (EMCDDA's) work programme for 2016, the first year of the EMCDDA's three-year strategy and work programme 2016-18. This was also the EMCDDA's first year under new leadership, both at the level of the Management Board, as the new Chair, Laura d'Arrigo, and the new Vice-Chair, Franz Pietsch, started their mandates, and at the level of the agency's management, as the new Director, Alexis Goosdeel, took up his post in January 2016.

At the same time, 2016 was a crucial year for shaping the future of the EMCDDA, as it saw the adoption, by the Management Board, of the agency's first long-term plan, the EMCDDA Strategy 2025.

### EMCDDA publications

The most tangible results of our work during any given year are our publications. In 2016, 44 scientific and institutional publications were released by the EMCDDA. Some of these were joint publications.

There were two flagship publications in 2016: the 2016 *European Drug Report* (EDR) package and the joint EMCDDA–Europol 2016 *EU Drug Markets Report*. Both publications were launched at major press events, in Lisbon and Brussels respectively, in the presence of the European Commissioner for Migration, Home Affairs and Citizenship, Dimitris Avramopoulos.

The year 2016 also saw the launch of another key output, the 2015 ESPAD Report, which was produced by the EMCDDA jointly with its

The natural focus in 2016 was therefore to ensure that the appropriate mechanisms were put in place in order to successfully guide the organisation through a transition period, while achieving further progress towards its mission to provide a solid evidence base to support the drug debate and meet the needs of its primary customers, namely policymakers in European Union (EU) institutions (the European Parliament, the Council of the EU, the European Commission), the European External Action Service and Member States, and drug practitioners across the EU.

coordination partners from the European School Survey Project on Alcohol and Other Drugs (ESPAD).

Examples of other publications include state-of-the-art reviews on the internet and drug markets; wastewater analysis; take-home naloxone to prevent opioid overdose deaths; and the epidemiology of hepatitis C virus (HCV) infection in Europe and its estimated prevalence among people who inject drugs (PWID).

A total of 27 scientific articles or book chapters authored or co-authored by EMCDDA staff were also published during the year, enhancing the agency's scientific reputation.



## Services to policy and practice

In addition to the publications, the EMCDDA provided services to its customers (i.e. the primary beneficiaries of the agency's work: policymakers within the EU institutions and the EU Member States, and practitioners in the drugs field) by means of contributing to major EU policy documents in the drugs field (e.g. the external evaluation of the 2013-16 EU action plan on drugs; the tasks arising from the EU Agenda on Security 2015-20); providing direct input or technical support to EU institutions, either upon request or unsolicited (e.g. through briefing notes or interventions on emerging, high-interest drug issues, or on activities with third countries); and participating actively in key drug policy and practice events held during the year. EMCDDA representatives attended 36 core EU/international policy events and delivered presentations at an estimated 95 % of the major identified drug-related scientific and practice events that took place in 2016.

## Best practice, training and capacity-building

Disseminating best practice, training and capacity-building activities were other means used by the EMCDDA to share knowledge in 2016.

To that end, the EMCDDA's Best practice portal (BPP) was further developed and enriched with three new modules of evidence, including one on responses to new psychoactive substances (NPS).

The EMCDDA's main programme for implementing training and capacity-building for drug monitoring in Member States and partner third countries is the Reitox Academy initiative. During the year, more than 100 professionals were trained as part of the seven academies organised or supported by the EMCDDA.

At the same time, the agency welcomed visits from high-level representatives from EU institutions interested in taking stock of the ongoing developments in the drug situation, with a view to making well-informed policy decisions. Visitors included delegations from the European Parliament, the Council of the EU and the European Commission. For the first time in a year, two European Commissioners visited the EMCDDA, namely Dimitris Avramopoulos, in charge of Migration, Home Affairs and Citizenship, and Vytenis Andriukaitis, in charge of Health and Food Safety.

Throughout the year, the EMCDDA also maintained communication with the Member States, in particular through the agency's main national partners and data providers, the Reitox national focal points (NFPs). Eighteen technical or institutional missions involving agency staff were undertaken in Member States, in addition to ongoing dialogue and knowledge exchange.

Another training event was the fifth European drugs summer school, 'Illicit drugs in Europe: demand, supply and public policies', which was organised in Lisbon in partnership with ISCTE — University Institute of Lisbon (ISCTE-IUL) for 37 students of 23 different nationalities.

Finally, the EMCDDA enhanced its contribution to the European training programme for law enforcement professionals implemented by the EU Agency for Law Enforcement Training (CEPOL). As part of the tasks assigned to it within the operational action plans of the Policy Cycle on Organised Crime of the Council of the EU's Standing Committee on Operational Cooperation and Internal Security (COSI), in 2016 the EMCDDA contributed to the training of more than 440 law enforcement professionals.

This brings the number of professionals trained by the EMCDDA in 2016, in collaboration with its partners, to almost 600. Of note is the

high quality of this training and its relevance to professionals: based on evaluation reports, the average satisfaction rate exceeded 90 %.

## Digital communication and use of social media

As an information agency, the EMCDDA closely follows the developments in the fast-moving communication field. The EMCDDA website has become the favoured vehicle for disseminating our knowledge, and the responsibility associated with this is high, as in 2016 more than 1 million visitors were registered with our website. In addition, videos published by the EMCDDA on YouTube received 94 000 views during the year, four times more than in 2015.

Furthermore, social media and multimedia channels were increasingly used to communicate events and findings. As a result, the number of followers of the agency's main social media channels (Facebook and Twitter) significantly increased (by almost 30 %) compared with 2015.

## New psychoactive substances and emerging trends

In 2016, the EMCDDA, together with its partners in the Member States, Europol, and the European Medicines Agency (EMA), carried on ensuring the continuous and robust implementation of the EU Early Warning System (EWS) on NPS under the terms of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of NPS (hereafter referred to as 'the Council Decision'). Key outputs of the EWS in 2016 were as follows: 66 NPS were formally notified for the first time, bringing the total number of NPS currently monitored to more than 620; 460 substance profiles were updated in the European Database on New Drugs (EDND), of which 69 were new substance profiles; and 15 'Risk Communications', including public health-related alerts, EWS advisories and briefings, were issued to the EWS.

The EMCDDA also produced three joint reports with Europol after identifying signals suggesting that serious harms are associated with MDMB-CHMICA, acryloylfentanyl and furanylfentanyl in Europe. At the request of the Council of the European Union, the extended

Scientific Committee of the EMCDDA undertook a risk assessment of MDMB-CHMICA.

The EMCDDA also published four outputs related to the implementation of the Council Decision, including the EMCDDA–Europol 2015 annual report on the implementation of Council Decision 2005/387/JHA. Furthermore, in 2016, the Council adopted a decision to subject the new substance  $\alpha$ -PVP ( $\alpha$ -pyrrolidinopentiophenone) to control measures associated with criminal penalties throughout the EU. This important decision came in response to a proposal from the European Commission based on the Risk assessment report produced by the extended Scientific Committee of the EMCDDA in 2015 — this reflects strong evidence of action by the agency with regard to EU policymaking. This is the ultimate policy response, at EU level, to a rapidly growing phenomenon.

In addition to implementing the EU EWS, a key task was to monitor new trends in the drug phenomenon. The EMCDDA made significant

progress in the implementation of two projects that will have a significant impact on future drug monitoring in Europe — one on wastewater-based epidemiology and the other on the development of hospital emergency data — both of which are considered by the EMCDDA to be useful

instruments that should be included in routine reporting. In 2016, the agency also published a rapid communication on recent changes in Europe's MDMA (3,4-methylenedioxy-N-methylamphetamine)/ecstasy market.

## Developments in the EMCDDA's core monitoring system

The basis of the work developed by the EMCDDA to produce its outputs and services and disseminate its knowledge is its core monitoring system. This encompasses data collection tools and processes that support the entire annual reporting system used by the agency. This includes five key epidemiological indicators; health and social response instruments; key indicators of supply; and tools to monitor research, policies and laws. Methodological improvements were made to most of these tools in 2016.

In particular, in 2016, the EMCDDA completed the developmental work related to improving tools and concepts for reporting on drug supply (drug markets, drug-related crime and drug supply reduction); while working with its EU and national partners, the EMCDDA played the

leading role in the process not only in conceptualising the work but also in developing and reaching consensus on the mechanisms necessary to implement it. Therefore, the agency fulfilled its obligations as stated in Action 16 of the EU action plan on drugs (2013-16) and the Council conclusions on improving the monitoring of drug supply in the EU, adopted in 2013.

In 2016, the EMCDDA also enhanced its joint work with the ESPAD group. This included the successful launch of the 2015 ESPAD Report and work related to hosting the ESPAD website and study database, as well as fulfilling the agency's coordination tasks as defined in the EMCDDA–ESPAD joint work programme for 2016.

## Working in partnership

In fulfilling its tasks, the agency relies on a large number of partners and, in particular, the Reitox NFPs. These NFPs play a critical role in providing national data from the 30 countries that report to the EMCDDA, namely the 28 EU Member States, Norway and Turkey. For the Reitox NFPs, 2016 saw the full, successful implementation of the revised national reporting system. Two annual meetings of the heads of the national focal points (HFPs) took place in June and November. These were complemented by two technical meetings, at which issues related to the national reporting systems and future outputs, as well as initial ideas for a new Reitox development framework, were discussed.

In total, around 25 expert and network meetings were organised by the EMCDDA in 2016.

In performing its work and achieving its objectives, the EMCDDA also relies on its other EU and international partners.

At EU level, apart from the services provided to EU institutions and Member States, a key event in 2016 was the signing, on 15 June in Brussels, of working arrangements on cooperation on external action between the European Commission's Directorate-General for Migration

and Home Affairs (DG HOME) and the EMCDDA. The EMCDDA was the first EU home affairs agency to sign such arrangements.

Furthermore, the successful collaboration implemented in previous years with other EU agencies continued and was further developed. This resulted in joint outputs, knowledge exchange through technical meetings and training initiatives, and input to other joint activities. Regarding our global partners, cooperation was strengthened with international organisations, in particular with the United Nations family (the United Nations Office on Drugs and Crime (UNODC) and the World Health Organization (WHO)) and the Pompidou Group, with a view to maximising synergies and avoiding any duplication of effort.

## Corporate developments

In 2016, the EMCDDA Management Board adopted three strategic planning documents of major importance for the EMCDDA, namely the EMCDDA Strategy 2025; the agency's first single programming document (SPD) for 2017-19; and the first preliminary draft of the SPD for 2018-20. These documents marked the beginning of a new strategic planning cycle for the EMCDDA and will have a significant impact on programming activities in the years to come. A new organisational structure that will

In terms of cooperation with third countries, 2016 marked the successful completion of the first technical assistance cooperation two-year project implemented by the EMCDDA for beneficiary European Neighbourhood Policy (ENP) countries (Armenia, Azerbaijan, Georgia, Israel, Moldova, Morocco, Lebanon and Ukraine). This culminated in a final project conference hosted by the EMCDDA on 29 June in association with the European Commission's DG HOME and the DG for Neighbourhood and Enlargement Negotiations (NEAR).

The agency also continued to implement the Instrument for Pre-Accession Assistance (IPA) technical assistance project (IPA 5), which started in 2015 with the objective of further building the capacity for drug monitoring in six candidate and potential candidate countries (i.e. Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Kosovo<sup>(\*)</sup>, Montenegro and Serbia).

support the implementation of the EMCDDA Strategy 2025 and the SPDs was also adopted by the EMCDDA Management Board.

During the year, the agency performed well at both operational and financial levels. This was confirmed by the yearly budget execution rate, which reached a record high for the EMCDDA (almost 100 %) for commitment appropriations.

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

## CHAPTER 2

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

## Communicating evidence and knowledge exchange (KA 1)

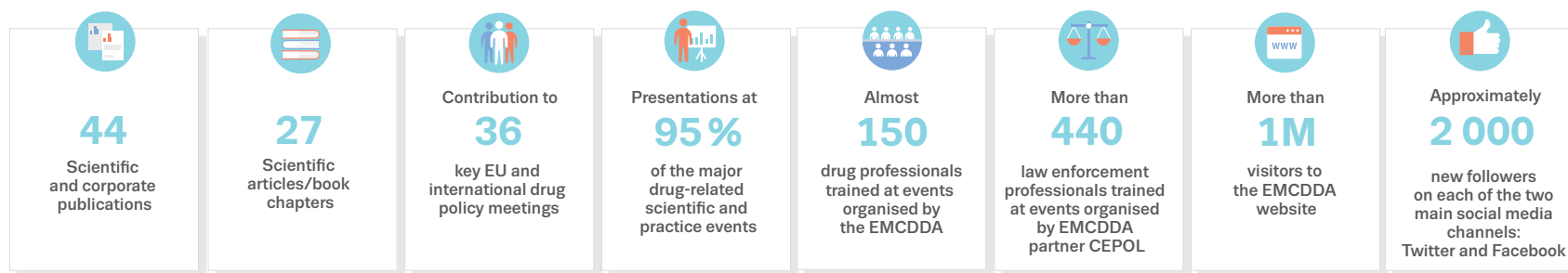
The ultimate purpose of the work performed by the EMCDDA is to inform sound decisions in the field of drugs at the levels of the EU and its Member States. The results of the data collection, monitoring and analysis process provide the evidence that policymakers and professionals from across the EU need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

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

FIGURE 1

### Key facts and figures

*Communicating evidence and knowledge exchange*



## Products

In 2016, the EMCDDA launched 44 scientific and corporate [publications](#). In addition, EMCDDA staff authored or co-authored 27 scientific articles published in high-profile journals or book chapters.

Among these outputs two were flagship EMCDDA publications, namely the 2016 EDR package and the second edition of the *EU Drug Markets Report* (EDMR), which was produced jointly with Europol.

### 2016 European Drug Report

On 31 May 2016, the EMCDDA presented its annual analysis of the drug problem in Europe — the EDR package — a timely, interactive and interlinked annual update on the latest trends in drug supply and drug use, and the associated health and social responses in Europe.

The report was launched at a [press conference](#) at the EMCDDA, attended by Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship.

#### At a glance: the EDR package

The health risks of high-potency products, the continued emergence of new substances and changing patterns of drug use were among the issues covered in the [European Drug Report 2016: Trends and Developments](#). The report also examines concerns over rises in overdose deaths in some countries and the threats posed by internet drug markets.

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

The report is accompanied by Perspectives on drugs (PODs), online interactive windows on key aspects of the drugs problem. The 2016 PODs are Comorbidity of substance use and mental health disorders in Europe; Strategies to prevent diversion of opioid substitution treatment medications; Changes in Europe's cannabis resin market; and Cocaine trafficking to Europe.

Nine of the PODs published in previous years were updated and five PODs were translated into various languages.

The [Statistical bulletin](#) and [30 country overviews](#) completed the picture. The Statistical bulletin provides access to the data used by the EMCDDA for reporting on the drug situation. The country overviews consist of a summary of the national drug situation, key statistics at a glance and a barometer showing the ranking of drug use prevalence for each of the 30 countries that report to the EMCDDA.

A [motion graphic video](#) was produced by the agency to mark the launch of the EDR. This snapshot summary of the main issues of the 2016 edition was translated into 24 languages, which contributes to the multilingualism of the EMCDDA's audio-visual content. A [promotional brochure](#) was also produced.

He said: 'Europe faces a growing problem with drugs. New psychoactive substances, stimulants, heroin and other opioids continue to be in high demand and supply, with major impacts on public health. That is why the EDR 2016 is an important addition to our evidence base on the drugs problem and a helpful tool for European policymakers to shape policies and actions to address it. With this knowledge in hand, we will continue to call on EU Member State authorities, third countries, internet companies and civil society to redouble cooperation in fighting this global challenge'.

Furthermore, the EMCDDA participated in national EDR launches held in six EU Member States (Cyprus, the Czech Republic, Latvia, Slovakia, Slovenia and Sweden).

## 2016 EU Drug Markets Report

The EMCDDA, jointly with Europol, released the 2016 [EU Drug Markets Report \(EDMR\)](#). This is the second edition of a series launched by these two agencies in 2013, at the request of Cecilia Malmström, European Commissioner for Home Affairs from 2010 to 2014.



EDR press conference on 31 May in Lisbon: European Commissioner for Migration, Home Affairs and Citizenship, Dimitris Avramopoulos

The report was launched on 5 April in Brussels by European Commissioner, Dimitris Avramopoulos, the EMCDDA Director, Alexis Goosdeel, and the Europol Director, Rob Wainwright. The launch was co-organised by the EMCDDA and the European Commission. A [promotional brochure](#) was also produced for the event.

### At a glance: the EDMR

The 2016 EDMR provides a state-of-the-art analysis of the EU illicit drug market, presenting the dynamics and trends along the supply chain from production and trafficking to marketing, distribution and consumption. Two separate publications cover the topic at different levels. [The Strategic overview](#) is a 30-page summary offering easy access to the key findings of the main report. [The In-depth analysis](#) is a comprehensive 188-page report, analysing what is known about the European drug market today.

In addition to describing the main consumer drug markets, this second edition brought a better understanding of the global dynamics and the role that drugs

play in the bigger picture of organised crime, terrorism and European security. For the first time, estimates of market size were provided, based on a [study](#) carried out by the EMCDDA. According to this study, Europeans are estimated to spend at least EUR 24 billion per year <sup>(1)</sup> on the main illicit drugs. Concrete action points were also suggested for the areas in which the current EU response to the drug market and its consequent harms could be improved.

<sup>(1)</sup> Range: EUR 21 to 31 billion



Dimitris Avramopoulos said: 'Today's drug business criminals are quick to exploit and harm global flows of transport, goods and people, while posing a threat to public health. They use new technology and the internet, the growth of global trade and commercial infrastructure to perform their criminal activities rapidly across international borders. In addition, the instability in regions neighbouring the EU could have potentially profound effects on the drug market in Europe. This valuable report explores the links to other criminal activities and how the illicit income from the drug trade can fund migrant smuggling and terrorism...'

Alexis Goosdeel added: 'The EU drug market is driven by two simple motives: profit and power. Understanding this, and the wider impacts of drug markets on society, is critical if we are to reduce drug-related harm. This knowledge is essential for the development of new strategies for tackling crime and safeguarding the health, security and prosperity of our citizens'.

## EMCDDA Insights

Four in-depth topical reviews were published in 2016, covering a broad range of topics, as follows:

### [Preventing opioid overdose deaths with take-home naloxone](#)

This comprehensive review looks at opioid overdose and how naloxone counteracts it, and discusses the circumstances of opioid overdose-related deaths and the use of naloxone in regular clinical practice. It provides practitioners and policymakers with a comprehensive, up-to-date review of the evidence base on the issue.

### [The internet and drug markets](#)

How do online drug markets function? How do they relate to the traditional drug market? How can they be monitored and controlled? This first EMCDDA investigation into the world of online drug markets brings together inputs from experts from academia, journalism and frontline practice.

### [Assessing illicit drugs in wastewater](#)

Presented at an event in the margins of the annual meeting of the UN Commission on Narcotic Drugs (CND) in Vienna in March 2016, this report explores the latest findings from the worldwide application of wastewater-based epidemiology and the advances that have occurred in since 2008. It also highlights gaps and requirements for future research.

### [Hepatitis C among drug users in Europe: epidemiology, treatment and prevention](#)

This report provides a review of the epidemiology of HCV infection in Europe and its estimated prevalence among PWID. Implementation issues are explored, as are the complementary roles of treatment and prevention.



EDMR press conference on 5 April 2016 in Brussels: EMCDDA Director Alexis Goosdeel, European Commissioner for Migration, Home Affairs and Citizenship, Dimitris Avramopoulos, Europol Director Rob Wainwright

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## Threat assessment reports

In 2016, the EMCDDA launched several publications related to the implementation of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of NPS (for details, see KA 2). These are: an [EMCDDA–Europol joint report on MDMA-CHMICA](#); an [EMCDDA–Europol joint report on acetylfentanyl](#); and a report on the risk assessment of  $\alpha$ -PVP.

In the same threat assessment reports category, the trendspotting report [Recent changes in Europe's MDMA/ecstasy market](#) was also published. This report explores the recent resurgence in the use of MDMA in Europe and the increased availability of tablets with a high MDMA content, as well as crystals and powders.

## Other joint publications

Over the last two years, the EMCDDA has scaled up its support for ESPAD and is now a member of its coordination group.

The 2015 ESPAD Report was launched at the EMCDDA in Lisbon on 20 September 2016. The production of the report was coordinated by the EMCDDA with technical support from the Swedish Council for Information on Alcohol and Other Drugs (CAN) and the Institut für Therapieforchung (IFT).

The study is based on a 2015 survey in 35 European countries, including 24 EU Member States. More than 95 000 students aged 15 to 16 years participated, responding in school to an anonymous questionnaire. The 2015 ESPAD Report features information on students' experience of, and perceptions about, a number of substances including tobacco, alcohol, illicit drugs, inhalants, pharmaceuticals and NPS. Special attention is given in the new report to NPS, excessive internet use, and online gaming and gambling, all of which were monitored for the first time in this survey.

In 2016, the EMCDDA–Eurojust (the EU's Judicial Cooperation Unit) joint publication [New psychoactive substances in Europe: legislation and prosecution — current challenges and solutions](#) was also released. This report combines the EMCDDA's monitoring activities with Eurojust's operational experience in transnational prosecutions. The first part of the report is aimed at policymakers and lists the challenges related to NPS control and the solutions adopted in selected Member States. The second part is for legal practitioners and focuses on the NPS-related judgment of the European Court of Justice and its practical effects on the transnational prosecution of NPS cases using medicines legislation.

### Rapid communications

- [Drug-related infectious diseases in Europe: update from the EMCDDA expert network;](#)
- [Health responses to new psychoactive substances;](#)
- [Hospital emergency presentations and acute drug toxicity in Europe: update from the Euro-DEN Plus research group and the EMCDDA.](#)

## Services: support to policy

### EU level

The EMCDDA contributed to a number of key policy documents or initiatives in the drugs field.

One example is the support provided to the external evaluation of the 2013-16 EU action plan on drugs. The agency forwarded to the European Commission a comprehensive report detailing the number of actions in relation to which the EMCDDA is a responsible party (18) or has been identified as a data provider (21). This information covers 28 (52 %) of the 54 actions included in the plan. The report was based on data from the most recent key EMCDDA publications, such as the 2016 EDR package and the 2016 EDMR.

The EMCDDA also fulfilled the tasks assigned to it within the EU Agenda on Security 2015-20. Core tasks in this regard were to support the multi-annual EU Policy Cycle on Organised and Serious International Crime, in particular the priorities set by COSI on heroin, cocaine and synthetic drugs in the European Multidisciplinary Platform Against Criminal Threats (EMPACT) Operational Action Plans (OAPs). This included providing training to law enforcement professionals (see joint activities with CEPOL in 'Services: support to practice' below), supporting Europol on reporting on synthetic drugs and cocaine production sites, contributing to EMPACT technical meetings and providing input for the drafting of the next EMPACT OAPs. Furthermore, the EMCDDA presented the 2016 EDMR at the COSI meeting in Brussels (14-16 April 2016).

In the field of HIV/AIDS, the EMCDDA was one of the 12 collaborating partners that contributed additional expertise to the EU Joint Action on HIV and Co-infection Prevention and Harm Reduction (HA-REACT). This three-year project, which began in October 2015, is coordinated by the Finnish National Institute for Health and Welfare and is currently being implemented by 23 partners in 18 EU Member States. The EMCDDA participated at the kick-off partnership meeting in Vilnius, Lithuania, 14-

15 January 2016; the agency also sits on the HA-REACT Advisory Board, together with the European Centre for Disease Prevention and Control (ECDC) and a representative of the EU Civil Society Forum on Drugs.

The EMCDDA also participated in and delivered presentations at the meetings of the Civil Society Forum on Drugs and the Think Tank national representatives, organised by the DG for Health and Food Safety (SANTE) and held in Luxembourg (18-19 April and 10-12 October 2016).

Furthermore, the agency was very active in providing support to the European Commission and the European External Action Service on activities with third countries. This included input to the sub-committee briefing with Montenegro, and the briefings with Serbia and with Israel. A review of Montenegro's Action Plan for Chapter 24 ('Justice, Freedom and Security', specifically the section on drugs) was sent to DG NEAR, and the EMCDDA also participated in the peer review mission on Chapter 24 for Serbia. Furthermore, several coordination meetings



EMCDDA Director, Alexis Goosdeel, and European Commissioner for Health and Food Safety, Vytenis Andriukaitis, at the EMCDDA in Lisbon

took place with the European Commission during the year and briefing notes were provided when requested to support missions carried out by European Commission representatives to third countries (e.g. to Lebanon).

The agency also attended 36 key EU and international drug policy meetings, including the meetings of the Horizontal Working Party on Drugs (HDG), which were organised throughout the year under the Netherlands and Slovak Presidencies of the Council of the EU; the two national drug coordinators' meetings held under the same presidencies (in Amsterdam on 2-3 May and in Bratislava on 19-20 October); the CND (Vienna, 14-18 March); and the 2016 UN General Assembly Special Session (UNGASS) on drugs convened at the UN headquarters in New York (19-21 April 2016). This third UNGASS dedicated to this issue represented a major political moment and provided a valuable opportunity for the international community to review and address the world drug problem. The EU delegation, including members of the EMCDDA, was headed by Neven Mimica, European Commissioner for International Cooperation and Development. On behalf of the EU, the Commissioner welcomed the re-balancing of global drug policies towards a multidisciplinary, public health and human rights approach. He also stressed that effective drug policies must be based on evidence and reliable monitoring systems. The EMCDDA Director also provided three presentations at accompanying events.

There were several high-level visits from EU institution representatives (from the European Parliament, the Council of the EU and the European Commission) to the EMCDDA in 2016. Highlights included:

- the visit of representatives of the Justice Affairs Directorate of the General Secretariat of the Council of the EU, Nathalie Pensaert (Director for Justice), Ralph Kaessner (Head of unit — Fundamental Rights, Data Protection and Drugs Policies), and Pawel Nalewajko and Jurga Valanciute (Political administrators) (4 February);
- the visit of Mr Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship, for the launch of the 2016 EDR (31 May);
- the visit of the members of the European Parliament's Committee on Civil Liberties, Justice and Home Affairs (LIBE), Members of the European Parliament (MEPs) Ana Gomes (Portugal), Maite Pagazartundúa (Spain) and Ignazio Corrao (Italy) (18-19 July);
- the visit of Mr Vytenis Andriukaitis, European Commissioner for Health and Food Safety, for an update on the agency's work in the area of public health (14 October).

The EMCDDA Director presented to the LIBE Committee on three occasions in 2016: on 25 January, he reported on EMCDDA's strategy and work programme for 2016-18; on 7 April, together with a representative from Europol, he presented the 2016 EDMR; and on 8 September he unveiled the 2016 EDR.

Furthermore, the EMCDDA's cannabis policy news service was launched on 17 October 2016, and individual letters from the EMCDDA Director were sent to all 751 MEPs. By the end of 2016, three cannabis alerts had been sent to more than 100 subscribers.

## Member States

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

Eighteen technical or institutional missions involving agency staff were undertaken in Member States. These included high-level institutional visits by the EMCDDA Director, the missions to support national launches of the EDR 2016 and technical missions carried out by the Director, the Scientific Director and other senior scientific staff at the invitation of national authorities to support different country drug initiatives.

Examples include the invitation to attend and answer questions at the public hearing on NPS at the German parliament (5-6 July) and a technical mission in Bulgaria, carried out jointly with the ECDC (19-21 September).

Furthermore, at the request of the Irish Government, the EMCDDA conducted several technical assistance missions to support the

evaluation of the Irish National Drugs Strategy 2009-16. The agency's Scientific Director, Paul Griffiths, chaired the international expert group that was in charge of the high-level review of this strategy. The process was intended to inform the development of the next Irish national drug strategy by capturing key learning points from the experiences described in the 2009-16 document.

## Services: support to practice

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

### Best practice portal

Identifying and disseminating information on the effectiveness of interventions across the EU and beyond is a key area for the EMCDDA and the main dissemination channel is the [Best practice portal](#).

An essential tool targeted at practitioners and professionals working in the drugs field, the portal is designed to be a practical and reliable source of information on what works and what does not in the areas of drug-related prevention, treatment, harm reduction and social reintegration. In 2016, the portal helped users to identify tried and tested interventions quickly; to allocate resources to what is known to be effective; to evaluate and improve interventions, by applying practical tools, quality standards and guidelines; and to make better decisions based on experience and expertise from across Europe. The existing areas were updated and three new modules — on interventions for dual-diagnosis patients, treatment options for substance use disorders and responses to NPS — were added in 2016.

Furthermore, ahead of World Mental Health Day on 10 October, the EMCDDA published a [new review on how contingency management can help treat those with substance use disorders](#). In addition, a [paper](#)

[reviewing the effectiveness of brief interventions in an emergency department setting](#) was also published.

### Quality standards in drug demand reduction — update

The Council conclusions on the implementation of minimum quality standards in drug demand reduction in the EU list 16 standards that represent a minimum benchmark of quality for interventions in drug use prevention, risk and harm reduction, treatment, social integration and rehabilitation.

On 12 December 2016, the EMCDDA invited representatives from Belgium, the Czech Republic, Germany, Latvia, Slovenia, Slovakia and the United Kingdom to present their perspectives on developing such standards, and the commonalities and differences in national experiences were discussed.

### Training and capacity-building

Another effective means of supporting practice is through training and capacity-building activities. The year 2016 was particularly productive in this regard. For instance, Reitox academies, and training initiatives carried

out in cooperation with traditional partners, such as ISCTE-IUL and CEPOL, were held.

### Reitox academies

The Reitox academies represent the main capacity-building activities carried out by the EMCDDA in collaboration with, and for the benefit of, its partners in the Member States or third countries.

Seven Reitox academies were organised in 2016, for 105 professionals from EU Member States and non-EU Countries respectively. The average satisfaction rate for the seven events was 94 %.

Some further details are presented in Figure 2, as well as in KA 3, CA A and CA C.

### European Drug Summer School 2016

The fifth edition of the Summer School on Drugs in Europe, organised by ISCTE and EMCDDA with the contribution of the National Institute on Drug Abuse (NIDA) International Program, took place in Lisbon from 2 June to 8 July 2016, providing the students with 51 hours of learning, three study visits and an open debate session. In total, 37 students enrolled and 23 nationalities were represented, while one third of students came from non EU-countries, such as Armenia, Australia, Brazil and Lebanon.

**...The European Drug Summer Course has been very informative to the development of the strategy. It helped aligning the strategy with the latest evidence around the issue in addition to reflecting on the lessons learned of other countries...**

Sandra Hajal Hanna, Promotion & Prevention Coordinator, National Mental Health Programme (NMHP), Ministry of Public Health, Lebanon

The overall satisfaction with the course was rated as 93.5 %.

### Support to training activities organised by CEPOL

As part of its contribution to the EMPACT Operational Action Plans of the EU Policy Cycle on Organised and Serious International Crime, in 2016 the EMCDDA continued to support the training activities organised by CEPOL for law enforcement professionals. This included participation of experts in five training initiatives organised (webinars or residential) by our partner agency as either training (see Table 1).

The average satisfaction rate with the training provided by the staff of the EMCDDA for the initiatives where data were available (three out of the five courses listed in the table below) was 96.97 %.

TABLE 1  
Training initiatives organised with CEPOL in 2016: activities and number of participants

Training	Residential	Webinar	Total
Webinar: NPS		40	40
Europol–CEPOL Illicit laboratories dismantling course	32		32
Webinar: Introduction to the EMCDDA		84	84
Cocaine trafficking training course	32	142	174
Heroin course, input delivered via webinar		112	112
<b>Grand total</b>	<b>64</b>	<b>378</b>	<b>442</b>

Source: CEPOL

Furthermore, the EMCDDA developed several sections of the CEPOL online training module on synthetic drugs, launched in February 2017.

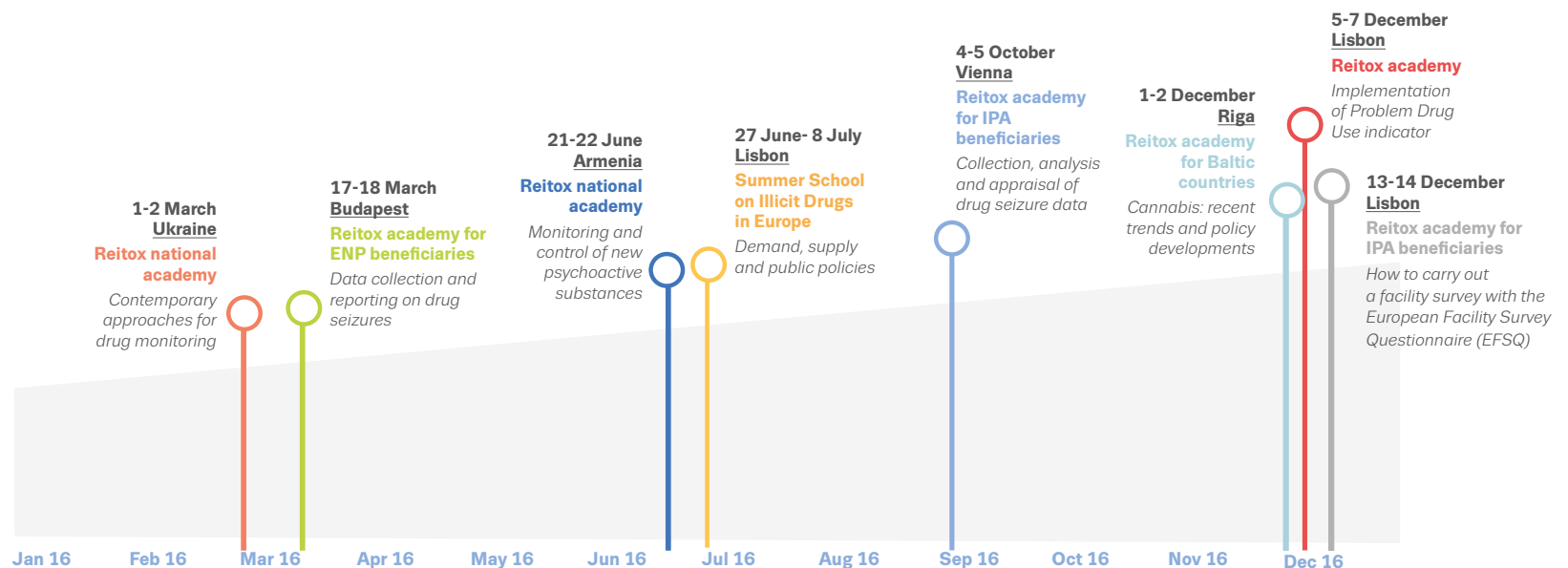
Finally, in 2016, the EMCDDA commenced work on the development of a European training module for prevention professionals, in partnership with the US Department of State Bureau of International Narcotics and

Law Enforcement Affairs (INL), the European Drug Prevention Quality Standards (EDPQS), the European Society for Prevention Research (EUSPR), the UNODC and the Colombo Plan. On 13-14 July, a Prevention

Expert Advisory Group meeting took place in Lisbon to discuss how the universal prevention curriculum could be adapted to EU-specific needs and conditions.

FIGURE 2

Training activities organised by the EMCDDA in 2016

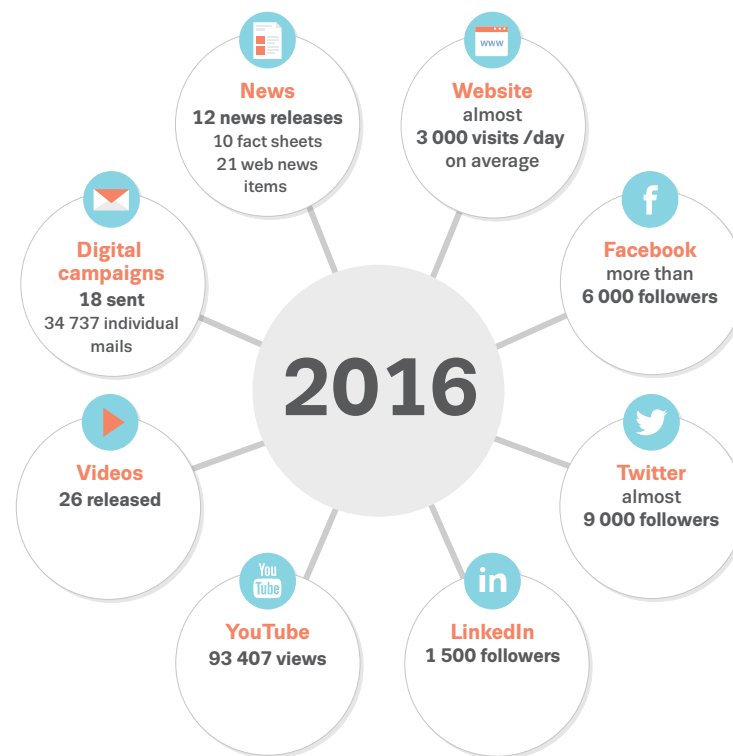


## Dissemination of results and evidence — the EMCDDA's digital channels

Online communication is the agency's preferred channel for disseminating up-to-date knowledge on all facets of the drug problem, with the EMCDDA website at the core. Social media and multimedia channels are used to communicate events and findings and engage more actively with our audiences in real time. Figure 3 shows our social media activity in 2016.

Furthermore, the EMCDDA maintained relations with the media throughout the year. A total of 460 requests from the press were received and answered in 2016, representing an approximately 40 % increase as compared with 2015.

FIGURE 3  
**EMCDDA online communication channels: key data**

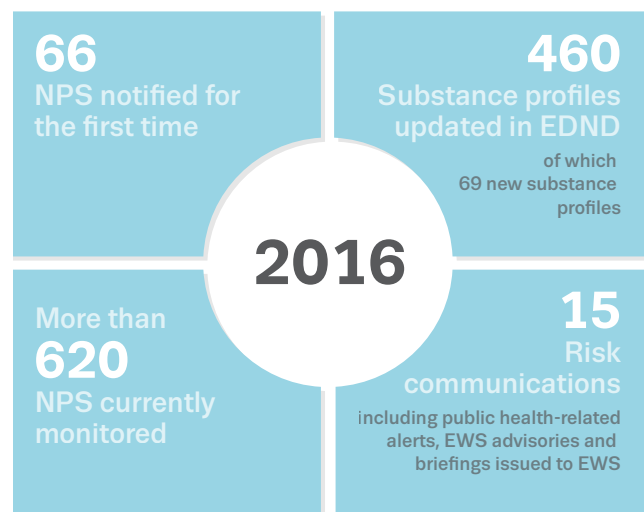


## Early warning and threat assessment (KA 2)

### Responding to new psychoactive substances — the EU Early Warning System and risk assessment

In 2016, the EMCDDA, together with its partners in Member States (the Reitox network of the EWS correspondents), Europol and the EMA, carried on ensuring continuous and robust implementation of the EWS under the terms of Council Decision 2005/387/JHA on the information exchange, risk assessment and control of NPS ('the Council Decision'). Key outputs of the EWS have been rapid notifications and public health alerts on NPS, the exchange of forensic and toxicological analytical data, along with outputs related to the implementation of the Council Decision and the risk assessment mechanism (see Figure 4).

FIGURE 4  
EWS key facts and figures



Furthermore:

- Three EMCDDA–Europol joint reports, namely on MDMB-CHMICA, acryloylfentanyl and furanylfentanyl, were launched, and the joint reports on MDMB-CHMICA and acryloylfentanyl were sent to EU institutions by 31 December, in line with the stipulated deadlines.
- Two EMCDDA–Europol joint reports, namely on acetyl-fentanyl and MDMB-CHMICA, were published in 2016.
- A risk assessment on MDMB-CHMICA was carried out by the EMCDDA's extended Scientific Committee on 22 July and the Risk assessment report was subsequently submitted to EU institutions as stipulated by the Council Decision.
- A risk assessment report on  $\alpha$ -PVP, which was the result of a risk assessment exercise carried out by the extended Scientific Committee of the EMCDDA in November 2015, was published in 2016.
- Based on the risk assessment report submitted by the EMCDDA on 27 June 2016, the Council decided that  $\alpha$ -PVP should be subject to control measures across Member States.

Network management and the provision of technical assistance on a daily basis to the members of the Reitox NFPs continued to be a central activity of the EMCDDA in 2016. This reflects the importance of maintaining strong networks to ensure that early warning activities are effective. Literature searches were performed for all the substances that were detected for the first time in Europe and formally notified to the EWS Network. In addition,



structured data were collected periodically on all monitored substances, and trends in the NPS market were identified and analysed.

The 16th Annual Meeting of the Reitox Early Warning System Network took place on 19 and 20 May, in conjunction with Europol's fifth Law Enforcement Expert Meeting on New Psychoactive Substances. All presentations given at this meeting and the minutes of the proceedings were published in the EDND.

In accordance with Article 10 of the Council Decision, the [EMCDDA–Europol 2015 annual report on the implementation of Council Decision 2005/387/JHA](#) was prepared by these two agencies, submitted to EU institutions in June and published in July 2016. The report presented the key activities performed by the EMCDDA and Europol in 2015, including a list of the NPS that were notified, the joint reports produced, the risk assessments conducted and the public health alerts issued.

Substances posing serious health risks were intensively monitored throughout 2016. Three substances, MDMB-CHMICA, acryloylfentanyl and furanylfentanyl, met the criteria for launching a joint report with Europol, in accordance with Article 5 of the Council Decision.

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

The joint reports were prepared and submitted to the EU institutions within the required legal deadlines stipulated by the Council Decision.

During the course of the year, the agency was invited to disseminate its knowledge at various events and training initiatives, as well as to the large number of visitors to the EMCDDA. These dissemination activities included a webinar on NPS delivered in May as part of the training programme for law enforcement professionals coordinated by CEPOL,

as well as presentations for high-level EU and national policymakers who visited the agency.

An important event was the fourth International Conference on Novel Psychoactive Substances, which took place in Budapest on 30-31 May 2016. The EMCDDA conceptualised the scientific programme for this conference and three staff members from the agency gave keynote speeches and chaired sessions.

Moreover, in 2016, the EMCDDA further strengthened its links with informal forensic science and toxicology networks. Ongoing exchange took place throughout the year between agency staff and leading international forensic, toxicology and law enforcement experts in the field of NPS. The EMCDDA also delivered presentations at the European Network of Forensic Science Institutes (ENFSI) Drugs Working Group Annual Meeting 2016 (10-12 May 2016, Bled, Slovenia).

The information exchange with the EMA and the EU pharmacovigilance system on medicines and substances with medicinal properties was ongoing in 2016. The two agencies continued to strengthen their collaboration in accordance with their roles under Council Decision 2005/387/JHA, Regulation (EU) No 1235/2010 and the working arrangements in place. In recent years, there has been an increase in the number of medicinal products monitored by the EMCDDA under the EWS. In turn, this has led to an increase in the number of requests made by the Pharmacovigilance Risk Assessment Committee (PRAC) of the EMA to the EMCDDA for information on such medicines, after signals related to their misuse and abuse were identified by the EWS. In 2016, the EMCDDA and the EMA continued to strengthen the data collection systems used for gathering such information, which will ultimately provide added value in the assessment of these substances. A formal coordination meeting between the agencies took place in London in March 2016.

The Toxicovigilance System of the EU EWS was further developed. With a view to detecting signals of NPS that pose health concerns, daily

searches and reviews of major English-language OSI, including scientific and medical literature, were performed. A technical meeting on fentanyl and other synthetic opioids took place in Lisbon on 31 March to 1 April.

The agency also actively cooperated with international bodies, particularly the UNODC and the WHO in Geneva, in order to support prioritisation, scheduling discussions and information exchange activities and meet the need to respond at international level to the harms caused by NPS. To that end, the EMCDDA and the UNODC strengthened their collaboration on the collection of data related to the identification and seizure of NPS in Europe. This collaboration is based on the recognition of the world-leading role played by the EU EWS and the EMCDDA in the early identification of threats related to NPS. Furthermore, the EMCDDA assisted the WHO with data collection for the prioritisation process and the preparation of critical reviews of the 12 psychoactive substances reviewed by the 38th Expert Committee on Drug Dependence which met on 14-18 November 2016. The EMCDDA was actively involved in the third WHO-UNODC

Expert Consultation on NPS, which took place in Geneva on 3-4 May, by presenting the work and functionalities of the EU EWS.

Support was also provided to third countries (mainly candidate countries and potential candidate countries) to design and operate an EWS at national level (NEWS). At present, information on NPS in these countries is limited and heterogeneous, underlining the need for harmonised data collection. The EMCDDA offered to support the countries with developing their NEWSs, and coaches from selected EU Member States have been assigned to the interested beneficiary countries to implement capacity development activities with key national stakeholders. Five countries (Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Kosovo, Montenegro and Serbia) attended the 16th Annual Meeting of the Reitox EWS Network, at which a round table discussion took place to discuss the status of development of their NEWS. This was followed by on-site seminars in Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Kosovo and Serbia.

## Emerging trends and threats

The dynamic nature of drug use requires an equally dynamic monitoring response. The detection and monitoring of new trends and threats therefore remained one of the key tasks of the agency in 2016. The activities in this field reflect an increasing recognition of the importance of facilitating the development of early responses to potential threats by strengthening the systems for identifying and tracking new and emerging trends.

Similarly to previous years, in 2016 the EMCDDA launched a 'trendspotter' study to map and increase the understanding of problem drug use (PDU) and NPS in Europe. The results of the previous study, *Recent changes in Europe's MDMA/ecstasy market*, which was carried out in 2015, were published in 2016.

The trendspotter study methodology incorporates a range of different investigative approaches and data collection from multiple sources. The 2016 study on PDU and NPS utilised:



three web surveys (among 30 NFPs, experts attending the meeting on 20-21 October, and the EMCDDA trendspotter network)



ad hoc data collection among prison experts



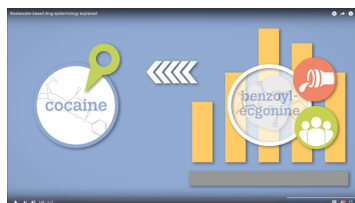
a non-systematic review of the international literature and available monitoring data



15 expert presentations made during the meeting on 20-21 October

This will result in an in-depth analysis of the topic, providing different insights and perspectives. The report is due to be published in the first half of 2017. In addition, an online key informants network was developed and a regular information exchange system on new trends and threats was set up.

## Integration of new methods and tools into existing monitoring routines



### Wastewater-based epidemiology

The EMCDDA adopts a multi-indicator approach to drug monitoring on the principle that no single measure can provide a full picture of the drug situation.

In 2016, the EMCDDA continued its collaboration with the Sewage Analysis Core Group Europe (SCORE), the Europe-wide network that works to standardise the approach to wastewater analysis and coordinate national studies.

For the first time, in 2016 the EMCDDA published data within only a few months of the campaign, underlining the potential of this method for the timely monitoring of trends in illicit drug use at population level. In the framework of the data release, the EMCDDA provided a motion graphic entitled '[Wastewater-based drug epidemiology explained](#)'.

In addition, a comprehensive overview of the different aspects of wastewater-based epidemiology, covering the latest developments and research results in the area, was released in spring 2016 as part of the [EMCDDA Insights series](#).



### Hospital emergency data

As with wastewater-based epidemiology, the collection of hospital emergency data is also considered by the EMCDDA as a useful instrument that should be included in routine reporting.

In 2016, the EMCDDA, as a Member of the European Drug Emergencies Network (Euro-DEN) Steering Committee, hosted a meeting of the 'Euro-DEN Plus' network of 20 sentinel specialist hospitals responsible for collecting such data. The meeting gathered clinical toxicologists and specialist emergency physicians from the sentinel hospitals.

The main findings of the meeting were published in a Rapid Communication released in 2016 [Hospital emergency presentations and acute drug toxicity in Europe — update from the Euro-DEN Plus research group and the EMCDDA](#).

In addition, an [EMCDDA Paper](#) on the review of the effectiveness of using brief interventions in the context of substance use, in an emergency department setting, was published in 2016.

## Situation, responses and trend analysis (KA 3)

The EMCDDA has a distinctive, holistic and multidisciplinary approach to monitoring the drug phenomenon. This includes the monitoring of drug demand (use in its different patterns), the harms associated with use, supply and availability aspects, and also the monitoring of the measures taken to decrease demand and associated harms, as well as to control drug supply.

This area encompasses the core monitoring and analysis activities of the EMCDDA, which provide an annual state-of-the-art overview of drug demand and supply, together with the responses aimed at tackling them and the core trends in these domains. These activities are based on

established tools and processes that are regularly assessed to ensure that they are fit for purpose, complemented by the development of new ones, as necessary. Together, these methodological activities ensure the relevance and efficiency of the EMCDDA's core monitoring system. Moreover, it is of utmost importance that this system provides valid, reliable and accurate information, in order to inform sound decisions for policy and practice.

Ongoing monitoring and analytical work was carried out throughout the year and this fed into the key outputs produced by the agency.

### Monitoring drug demand

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

Although these indicators are now established, further methodological improvements are necessary, to ensure that they remain fit for purpose. To that end, work continued in 2016, and several projects were implemented to further develop these KIs. This was supported by the Reitox NFPs and other experts in the EMCDDA's network. The interaction with these networks was ongoing, through regular contacts and technical

support, and culminated in annual expert meetings that were organised by the agency at its premises in Lisbon (see Table 2, p. 31).

As presented earlier in this report, the *Drug-related infectious diseases in Europe: update from the EMCDDA expert network*, was produced as a result of the DRID expert meeting. That report provides an update on infectious diseases related to injecting drug use in Europe. It covers both the EMCDDA DRID indicator, which collects data on the situation, and the responses in the area.

This ongoing support was complemented by more targeted training. For example, the Reitox Academy 'Implementation of Problem Drug Use indicator' was organised on 5-7 December in Lisbon. The objective of this academy was to increase the competence and practical skills of the participants, namely 15 experts from 12 countries, on how to produce estimates of the numbers of high-risk opioid users and PWID at the national level.



The pilot project ‘European Web Survey on Drugs: patterns of use’ started in 2016. The project aims to develop and test a web survey tool or tools for the collection of information on the amounts of drugs used by different groups of drug users, and to draft guidance for adapting and administering such tools in different countries.

The objective is to assist the EMCDDA in the development of a tool that can be offered to NFPs with a view to increasing the information available on the quantities of drugs used in order to enhance market size estimation at both the national and European levels and for use in policy development more widely. For this pilot study, the survey was conducted in Croatia, the Czech Republic, France, the Netherlands, Switzerland and the United Kingdom.

In the area of responses, further steps were made towards improving our understanding of the coverage of treatment services across the EU. This included the analysis of the data provided by the countries that participated in the European Facility Survey Questionnaire (EFSQ) pilot project carried out in 2015. A methodological workshop on the implementation of the EFSQ (treatment systems) took place in Prague on 13-14 April 2016.

## Harm reduction

A model survey of prison health facilities (European Drug Questionnaire in Prison (EDQP)) was piloted in 2016. The agency organised two expert meetings in 2016 as part of the project, namely the survey planning meeting, held in Prague on 22 April, and the outcome meeting, held in Lisbon on 21 November.

An aggregated European treatment systems map was published in the EDR 2016. This shows the scale of the services delivered by each provider, including the low-threshold and specialised treatment agencies, based on the number of clients/drug users who have been treated in these facilities.

The EMCDDA is also committed to building capacity for drug monitoring in third countries. This is mainly implemented within the scope of the technical assistance projects for IPA and ENP beneficiary countries, which are funded by the European Commission. As part of the IPA 5 project, for instance, in 2016 a Reitox Academy on the EFSQ was organised by the EMCDDA in cooperation with experts from the Czech Republic and representatives of the UNODC. Ten participants, representing ministries of health, ministries of internal affairs and other public health entities, from Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia and Kosovo, received training on the implementation of the EFSQ in their countries.

A rapidly expanding area that requires the development of a systematic monitoring approach is the emergence of harms associated with the use of NPS. The topic was explored in the EMCDDA rapid communication *Health responses to new psychoactive substances*, which provides an overview of the current situation in terms of NPS use and the related harms across Europe and reviews the available health- and drug-related interventions in this area. An interactive presentation is also available in the POD with the same title.

The EMCDDA’s collaborations with the WHO with regard to prison data collection and the network of prison researchers continued in 2016. The EMCDDA hosted the WHO — Steering Group Meeting Prisons and Health, WHO Europe (Lisbon, 19-20 May 2016) and attended the Health in Prisons Project (HIPP) conference on 3-4 November in Copenhagen.

The EMCDDA joined the ECDC in a country mission organised in Bulgaria, from 19 to 21 September 2016. The mission took place at the request of, and in cooperation with, the Bulgarian Ministry of Health. The purpose was to assess the country situation regarding the health risks of PWID. The EMCDDA took part in the field visits organised during this mission and contributed to the report sent by the ECDC to the Bulgarian

authorities. In parallel, a set of action points for discussion with the Bulgarian NFP was also prepared.

In the harm reduction field, 2016 also saw the release of an Insights publication on hepatitis C treatment.

## Coordination with the European School Survey Project on Alcohol and other Drugs

At the Management Board meeting of July 2014, the European Commission recognised the importance of the ESPAD study as a source of information on polydrug use and that it is central to the Commission's approach, which is to adopt, in addition to the EU action plan on drugs, an EU strategy on alcohol-related harm and to implement actions on tobacco. The European Commission envisaged exploring possible options to help the EMCDDA support the continuity of the project within the overall context of strengthening European data on patterns of polysubstance use. Although this issue is still pending, in 2016 the EMCDDA made substantial efforts to ensure the coordination with ESPAD. This included the production of the 2015 ESPAD Report, in close coordination with, and with technical support from, the Swedish Council

for Information on Alcohol and Other Drugs (CAN) and the German Institut für Therapieforschung (IFT). The ESPAD package, which included printed and online versions of the report, data tables, country overviews, methodological information and a video, was made available on the EMCDDA website, together with a news release to mark the launch.

Work related to hosting the ESPAD website and study database was also carried out. In addition, the agency fulfilled its coordination tasks as defined in the EMCDDA–ESPAD joint work programme for 2016. This included hosting the ESPAD Steering Group meeting and the ESPAD Assembly in Lisbon.

## Monitoring drug supply

In 2016, the EMCDDA completed the developmental work for improving tools and concepts for reporting on drug supply (drug markets, drug-related crime and drug supply reduction). This supports Action 16 of the EU action plan on drugs (2013-16), which calls for the Council, the Commission, Member States, the EMCDDA and Europol to 'develop and progressively implement key indicators on drug supply by standardising, improving, and streamlining data collection in this field, building on currently available data'. This is also in line with the [Council conclusions](#) on improving the monitoring of drug supply in the EU, adopted in 2013, which stress the fact that 'accurate, reliable, comparable and high-quality data on drug supply would help assess the drug situation, the dynamics

of the illicit drug market, the burden of drug-related crime and the effectiveness of supply-oriented policies'; the Commission, the Member States, the EMCDDA and Europol are encouraged to fulfil their roles in the development of drug supply indicators as a means of achieving the collection of these data.

Working with the Member States and other interested parties, the EMCDDA has assumed the leading role in the process not only in conceptualising the work but also in developing and reaching consensus on the mechanisms necessary to implement it.

With this in mind, in addition to presenting the first minimum estimate of the EU retail drug market in the 2016 EDMR, the reporting instruments for drug seizures and drug law offences were fine-tuned in collaboration with the NFPs in 2016. The developmental work on the reporting instruments for drug prices and for drug purity and contents was completed, and the draft instruments were endorsed by the EMCDDA Reference Group on Drug Supply and subsequently adopted by the NFPs. Data collected by Europol on drug production facilities (synthetic drug production sites, cannabis cultivation facilities and cocaine secondary extraction laboratories) were also analysed and work to conceptualise new instruments for monitoring drug crime commenced.

Network development is central to the achievement of the EMCDDA's objectives in this area. In 2013, the EMCDDA set up the Reference Group on Drug Supply, which includes representatives from each Member State, the European Commission (DG HOME and Eurostat), Europol and Eurojust. The group meets once per year and has been instrumental

## Drug laws and policies

The monitoring of drug laws and policies was ongoing in 2016 with a focus on emerging issues. The cannabis policy alert system was created in October and notifications were sent to policymakers.

The Reitox Academy 'Cannabis: recent trends and policy developments' was held on 1-2 December in Riga for 13 participants from the Baltic countries and Poland. The objective of this training academy was to improve the understanding of the commonalities and differences, as far as the cannabis situation and policies are concerned, between the different Baltic countries and beyond. This should help the participants to support their national debates on cannabis-related issues.

A review describing drug trafficking penalties across the EU was also completed.

The annual meeting of the Legal Correspondents of the European Legal Database on Drugs (ELDD) was held on 27-28 September in Lisbon, as a means to further improve the sharing of knowledge and expertise among Member States.

in the progress made so far. A review of the functions and activities of the EMCDDA Reference Group on Drug Supply was carried out — a questionnaire was completed by the members of the group and by the heads of the NFPs, and feedback sessions were held at the fourth annual meeting of the group, which took place in Lisbon on 8-9 November.

An overview of EU policies and responses to the production and trafficking of illicit drugs within the international context was completed in 2016 and published in January 2017.

Training sessions on monitoring supply indicators were also carried out in third countries. As part of the ENP project, a Reitox Regional Academy on data collection and reporting on drug seizures was held on 17-18 March, at CEPOL's headquarters in Budapest, for seven participants from Georgia, Moldova and Ukraine. Furthermore, as part of the IPA 5 project, a Reitox Academy was delivered on 4-5 October in Vienna for 11 experts from beneficiary candidate and potential candidate countries.

TABLE 2  
Main EMCDDA network meetings held in Lisbon in 2016

Meeting	Dates
16th annual meeting of the Reitox Early Warning System Network	19-20 May
Drug-related infectious diseases (DRID) expert meeting	6-8 June
EMCDDA treatment demand indicator (TDI)/treatment expert meeting	8-9 June
Expert meeting on the GPS epidemiological indicator patterns and trends in drug use	19-20 September
Expert meeting on the epidemiological indicator problem drug use (PDU)	20-21 September
17th annual meeting of legal correspondents of the ELDD	27-28 September
EMCDDA expert meeting on the epidemiological indicator: drug-related deaths (DRD)	29-30 September
Annual meeting of the EMCDDA reference group on drug supply indicators	8-9 November



## | Information collection and management (CA A)

### The annual information collection exercise

A main component of the EMCDDA's reporting system is the national reporting package developed and implemented in close collaboration with the NFPs. This reporting package provides data delivered through a set of standard instruments via Fonte (the agency's online data collection system).

In 2016, Fonte continued to be used as the principal data collection instrument and data repository for the EMCDDA. New tools for Fonte were made available in 2016, and these were used to improve the format of the templates delivered to the NFPs, allowing sound principles of questionnaire design to be implemented. The new tools were also used to start the process of rationalising variable names and improving their harmonisation across data collections. Progress was also made towards cleaning the data in the database.

The reporting package was thoroughly revised to strengthen its overall coherence and efficiency, and the workbooks piloted in 2015 were introduced as the key reporting tool in 2016: the first year in which the NFPs submitted all workbooks, and sound working processes between the NFPs and the EMCDDA were established around the workbook form.

In 2016, work was initiated on establishing the nature and form of a new web-based output derived from the input to these workbooks. During the year, prototypes were developed and discussed with the NFPs. As a result, the production of this new output, the Country drug reports, commenced; these will be published in 2017.

Another key task in this area was to further develop and maintain a fully operational EMCDDA EDND, which is the main working tool of the EU EWS. The EDND stores all the information related to all NPS monitored to date (more than 620). This information is updated on a daily basis and includes newly notified NPS (66 in 2016) and data updates on NPS already in the database. A total of 460 substance profiles were updated in the EDND in 2016, which gives an indication of the considerable effort required to maintain this database.

In parallel, the project to align the EDND to the growing demands of the EWS continued in 2016. This technological re-development of the EDND is a major line of work for the agency, and it is being undertaken in different phases in order to ensure the inclusion of advanced technical functionalities.



## Management of the Reitox national focal points



In fulfilling its tasks, the EMCDDA relies on the European Information Network on Drugs and Drug Addiction — the Reitox NFPs.

The NFPs exercise the critical role of providing national data from the 30 countries that report to the EMCDDA, namely the 28 EU Member States, Norway and Turkey.

Together with the information collected from other networks of experts and partners, these data feed the European and global analyses performed by the EMCDDA, thereby forming the basis of its world-renowned knowledge base and its reputation as a centre of excellence on drugs in Europe.

The activities in 2016 followed the main priorities of the EMCDDA with regard to its work with the Reitox NFPs, as defined in the three-year work programme: to support the NFPs in the implementation of the national reporting package; to strengthen the institutional capacity of the NFPs, in order to enhance their performance; and to enhance knowledge exchange among the Reitox NFPs and between Reitox NFPs and other partners, with a view to further developing synergies and improving overall communication.

To that end, ongoing communication was ensured between the EMCDDA and the NFPs. Key issues were discussed more extensively at the bi-annual meetings of the HFPs and at the two technical meetings organised during the year (see Table 3).

TABLE 3  
Reitox meetings

Events	Dates	Location
Technical meeting 'National output'	13 June	Lisbon
54th HFP meeting	14-16 June 2016	Lisbon
Technical meeting EMCDDA and Reitox long-term strategies — Workbook revision — Accreditation	18-19 October	Lisbon
55th HFP meeting	23-25 November	Lisbon

Key issues discussed concerned the national reporting package and the options for a future output to be prepared by the EMCDDA based on the data collected from the NFPs. Agreement was reached on the reporting tools for 2017 and on the format of the new 'national output', namely the Country drug reports.

Two Reitox academies were organised for the Reitox NFPs (see Table 4).

TABLE 4  
Reitox academies

Topic	Place and date	Number of participants	Average satisfaction rate
Cannabis: recent trends and policy developments	Riga, 1-2 December	13	95 %
Implementation of PDU indicator	Lisbon, 5-7 December	15	

In addition, the Austrian NFP organised, with the support of the EMCDDA, a half-day meeting on drug use among unaccompanied minor migrants and asylum seekers for 31 participants (Vienna, 12 December).

The year 2016 also saw the development of the new EMCDDA Strategy 2025, and a new direction for the agency was established. As the EMCDDA's core data collection providers and the agency's main partners in the Member States, the Reitox partners will have an important role to play in supporting the EMCDDA to achieve its long-term objectives.

To that end, the Strategy envisages the definition and implementation of a new development framework for the Reitox NFPs, which will help the NFPs to align their objectives with those of the Strategy and ensure that mutual benefit and added value are derived from this joint work. The planning of the new framework started in 2016 and work involving a working group of representatives from both the NFPs and the EMCDDA will be carried out in 2017.

Closely linked to the new development framework, strengthening the organisational capacity of the NFPs is vital to ensure their sustainability.

The plans in this area include the possibility for NFPs to enrol, on a voluntary basis, in an accreditation initiative developed by the EMCDDA in close collaboration with the NFPs. The project methodology was discussed with the NFPs and the steps required to further its implementation in 2017 were agreed.

The management of grant agreements is also part of the overall organisational capacity of the NFPs. Support was provided by the agency throughout 2016, and three country audit missions were organised by the EMCDDA, to France, Luxembourg and Malta.

Furthermore, the Director of the EMCDDA undertook high-level institutional visits to Croatia, Sweden, Denmark, Finland, Norway and Ireland, in order to discuss with the national authorities the long-term perspectives of the EMCDDA, the important role to be played by the NFPs and the need to ensure that national resources are allocated and institutional support is given to the NFPs to perform their tasks.

## Quality assurance (CA B)

In 2016, the EMCDDA continued to follow up on ways to improve the high quality of its analysis and outputs across all key areas of work. Efforts focused on the quality aspects of the new reporting system by providing feedback to the NFPs on the 2015 pilot.

The implementation of an overall data quality framework began in 2016, when indicators for the internal statistics code of practice were drafted. The documentation around the general data management processes (see Figure 5) have been improved and recommendations for an overall documentation structure/map have been developed. Key meetings were

FIGURE 5  
Overall data cycle



organised in line with the EMCDDA's quality standards, in order to help maximise the analytical value of expert networks.

The core content coordination and scientific writing tasks continued to provide support for the drafting and development of key EMCDDA publications. In addition, quality control in the content and production workflows for scientific publications was enhanced. A staff handbook

on processes and standards for the creation of EMCDDA scientific publications was drafted and presented to the scientific staff.

The EMCDDA made further progress in implementing the web governance strategy and quality assurance measures for online resources. A new content management tool and its integrated approval processes have been put in place.

## Main activities carried out by the EMCDDA Scientific Committee in 2016

As guardian of the EMCDDA's scientific excellence, the Scientific Committee plays a key role in assuring and improving the quality of our work. The Scientific Committee completed the final year of its current mandate (2014-16) and the procedures for extending its mandate have been implemented.

### Meetings

- The 44th Scientific Committee meeting was held in Lisbon on 11-12 May and focused on the preparations for the EMCDDA Strategy 2025 and for the upcoming SPDs.
- The second meeting of the Scientific Committee took place on 10-11 November, at which, among other topics, updates on risk assessment procedures as well as main developments at the EMCDDA were discussed.
- An extended Scientific Committee meeting took place on 22 July in order to carry out a formal risk assessment of the new psychoactive substance MDMB-CHMICA.

### Scientific advice (opinions/input) in 2016

- The formal opinion of the Scientific Committee on the EMCDDA 2017-19 SPDs was adopted by written procedure.

#### EMCDDA Scientific Award 2016

The four winners of the 2016 EMCDDA Scientific Award were honoured in Lisbon on 10 November at the annual ceremony hosted by the agency. The prize, inaugurated in 2011 by the EMCDDA and its Scientific Committee, celebrates scientific writing and recognises high-quality research in the field of illicit drugs.

The winners (primary authors) and their corresponding categories were:

- Jennifer Murray (USA), 'Basic biological, neurobiological and behavioural research';
- Heidi Grundetjern (Norway), 'Drug supply';
- Angelos Hatzakis (Greece), 'Population-based and epidemiology research'; and
- Laura Brandt (Austria), 'Demand-reduction research'



Scientific Award winners Heidi Grundetjern, Angelos Hatzakis and Laura Brandt, flanked by (right) the EMCDDA Director and (left) the Chair of the Scientific Committee

- The members of the Scientific Committee provided feedback on the draft EMCDDA Strategy 2025.
- The Scientific Committee prepared and adopted its final contribution to the HDG's annual dialogue on research, which took place in November 2016.

- Scientific Committee members reviewed seven EMCDDA publications.

Members of the Scientific Committee were also actively involved in the 2016 EMCDDA Scientific Award process, as reviewers, nominators of articles and members of the jury.

## Cooperation with partners (CA C)

In line with its strategic priorities, in 2016 the EMCDDA strived to enhance information and knowledge exchange with its European and global partners. Priority was given to activities related to the provision of technical support to EU institutions and the Member States. Other EU agencies, in particular those from the Justice and Home Affairs (JHA) cluster, as well as the ECDC and the EMA, were also key partners.

With regard to global partnerships, cooperation was strengthened with international organisations, in particular with the UNODC and the WHO. In terms of cooperation with third countries, the priorities were the effective implementation of the IPA 5 technical assistance project, which started in 2015, and the successful completion of the ENP technical assistance project, which started in 2014.

## Cooperation with EU bodies

In 2016, the EMCDDA strengthened its role as leading provider of evidence on drugs to EU institutions — namely the European Parliament, the Council of the EU and the European Commission — and the Member States.

At institutional level, a key event in 2016 was the signing, on 15 June in Brussels, of working arrangements on cooperation on external action between the European Commission's DG HOME and the EMCDDA. These working arrangements provide for early exchanges of information on international cooperation and regular consultations to ensure that the agency's activities fit within the EU's priorities. To achieve this, an annual meeting between DG HOME and the EMCDDA at director level is planned. The EMCDDA was the first EU home affairs agency to sign such arrangements.

In 2016, the successful collaboration developed in previous years with other EU agencies continued, which resulted in joint outputs, knowledge

exchange through technical meetings and training initiatives, and input to other joint activities.

At institutional level, Director Goosdeel visited Europol in October to discuss joint cooperation initiatives with the Europol Director, such as the forthcoming third EDMR and the EWS on NPS. An outcome of the meeting was a decision to prepare and publish a joint report on the topic of the 'dark net' and drugs in 2017, and an updated version of the cooperation agreement between the two agencies.

The EMCDDA also actively contributed to discussions on issues of common interest to the agencies, within the framework of the EU agencies' network. The agency was an active contributor to the Heads of Communication and Information Network (HCIN), the Performance Development Network (PDN), the EU Agencies Network of Scientific

Advisors (EU-ANSA), the Inter-Agency ICT Managers' Network (ICTAC) and other specialised sub-networks.

Cross-agency and evidence-based input to the policymaking and decision-making processes at EU level was also provided within the context of the JHA agencies' network. The EMCDDA will assume the chairmanship of the network in 2017, taking over from the EU Agency for Fundamental

Rights (FRA). In view of this chairmanship, the EMCDDA Director engaged in direct dialogue with the heads of the other eight agencies in order to establish the priorities for the network in 2017 and accompanied the FRA Director to the COSI meeting on 19 December 2016.

Finally, the EMCDDA consulted all the JHA agencies, the ECDC and the EMA on its draft work programme for 2017.

## Cooperation with international organisations

Cooperation was strengthened with international organisations, in particular with the UNODC and the WHO, with a view to maximising synergies and avoiding duplication of effort. A new work programme with the UNODC was drafted during the year, which will be signed between the two organisations and will enter into force in 2017.

The EMCDDA also enhanced its cooperation with the Pompidou Group. At the beginning of 2016, representatives of both organisations met in Lisbon to discuss the work programme for the following 12 months. The cooperation areas include drug policies, precursor control, prison and cooperation with non-EU countries, as well as support for training. The EMCDDA is also an observer at Permanent Correspondents' meetings and EMCDDA representatives attended several MedNet meetings and conferences organised by the Pompidou Group during the year.

## Cooperation with candidate and potential candidate countries

In 2016, the EMCDDA continued to implement the technical cooperation project for IPA beneficiary countries — IPA 5 — and it completed the implementation of the first technical cooperation assistance project for ENP beneficiary countries. Both projects were funded by the European Commission through the corresponding instruments (see Figures 6 and 7).

### Specific objectives and progress achieved in 2016

*To consolidate the institutionalisation of the cooperation*

- National stakeholder meetings (involving the presentation and discussion of the roadmaps for each beneficiary country) in all six countries, to allow better national adherence to the project's objectives and expected outcomes.

- Visit to the EMCDDA by the Deputy Minister of Internal Affairs, Kosovo (26 April).
- Contribution to the EU peer review mission on drugs to Serbia (field work and in-depth input to the final report) and to the EU expert mission on the evaluation of the national drugs strategy of Montenegro.
- Contribution to the European Commission 2016 progress reports on the 'enlargement package'.
- Ongoing cooperation with the UNODC and the WHO.

*To foster the scientific cooperation in relation to data collection, analysis and interpretation*

- Assessment of drug seizure data in the region, including training on EMCDDA tools, collection, reporting and further analysis of relevant national data.
- Support for the development of national treatment monitoring systems, in cooperation with the UNODC and the WHO.
- Support for the implementation of national GPS: financing the first GPSs in Montenegro and the former Yugoslav Republic of Macedonia.
- Support the beneficiary countries in setting up national Early Warning Systems on NPS.
- Organisation of the 5th Reitox Week (21-22 November, Lisbon), with representatives from candidate countries, potential candidate

countries and ENP partner countries, along with the Reitox NFPs. The topic was 'Drugs and recreational settings'.

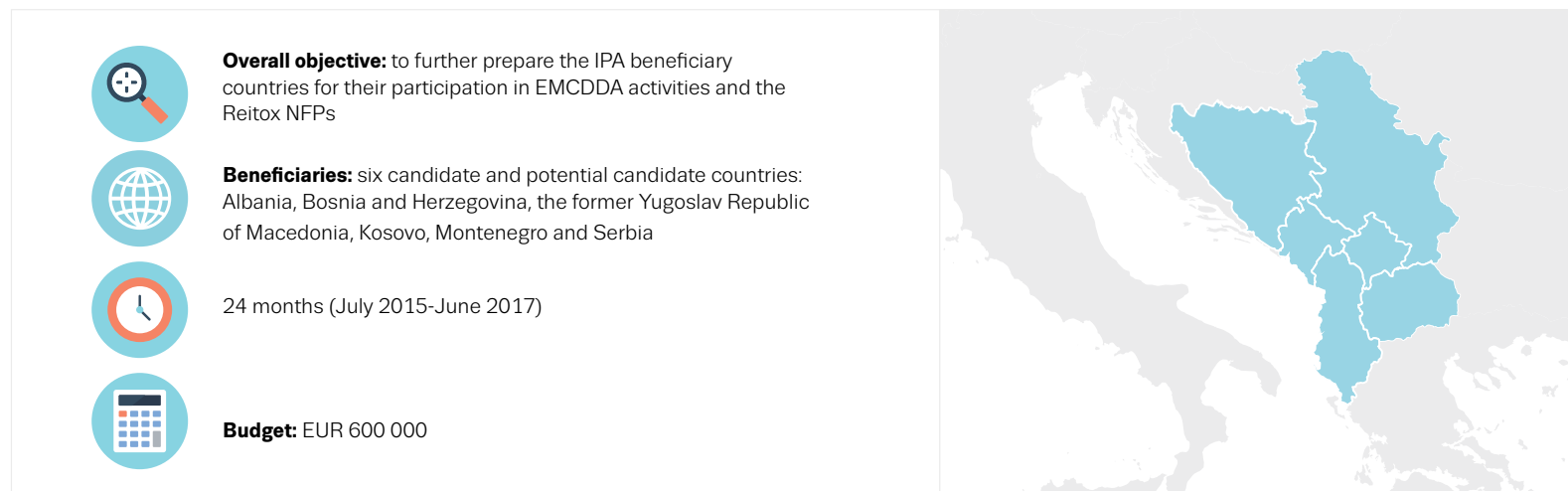
- Participation of experts from beneficiary countries in the EMCDDA EU key indicators expert meetings (TDI, GPS, DRD, DRID)

*To develop, increase and promote the added value of cooperation*

- Project coordination meeting, gathering representatives from all the countries, the EU delegations in Sarajevo and Podgorica, and the EMCDDA project team, held in Montenegro on 23 September.
- Update of country overviews for interested countries (Albania, Montenegro and Serbia).
- ESPAD results of the beneficiary countries are now integrated in the ESPAD 2015 Report.
- Increased access to EMCDDA methodological tools and materials translated into national languages.

FIGURE 6

**In a nutshell: the implementation of the IPA 5 project in 2016**



## Neighbouring countries

The EMCDDA implemented a technical cooperation project, which ran from 1 January 2014 until the end of June 2016. The aim of this EMCDDA ENP project was to strengthen the capacity of ENP partner countries to react to new challenges and developments in the drugs situation.

The project has strengthened the relationships between the EMCDDA and the corresponding structures in the beneficiary countries, enhanced their interest in cooperation in terms of information exchange and data analysis on drugs, improved the capacity for monitoring (through financial, technical and scientific support) and, consequently, allowed many of these countries to produce new and better information on their drug situations.

The final project conference was hosted by the EMCDDA on 29 June in association with the European Commission's DG HOME and DG NEAR,

and the EMCDDA submitted to the Commission all final reports (narrative, financial and audit), indicating a final budget delivery of 96.93 %).

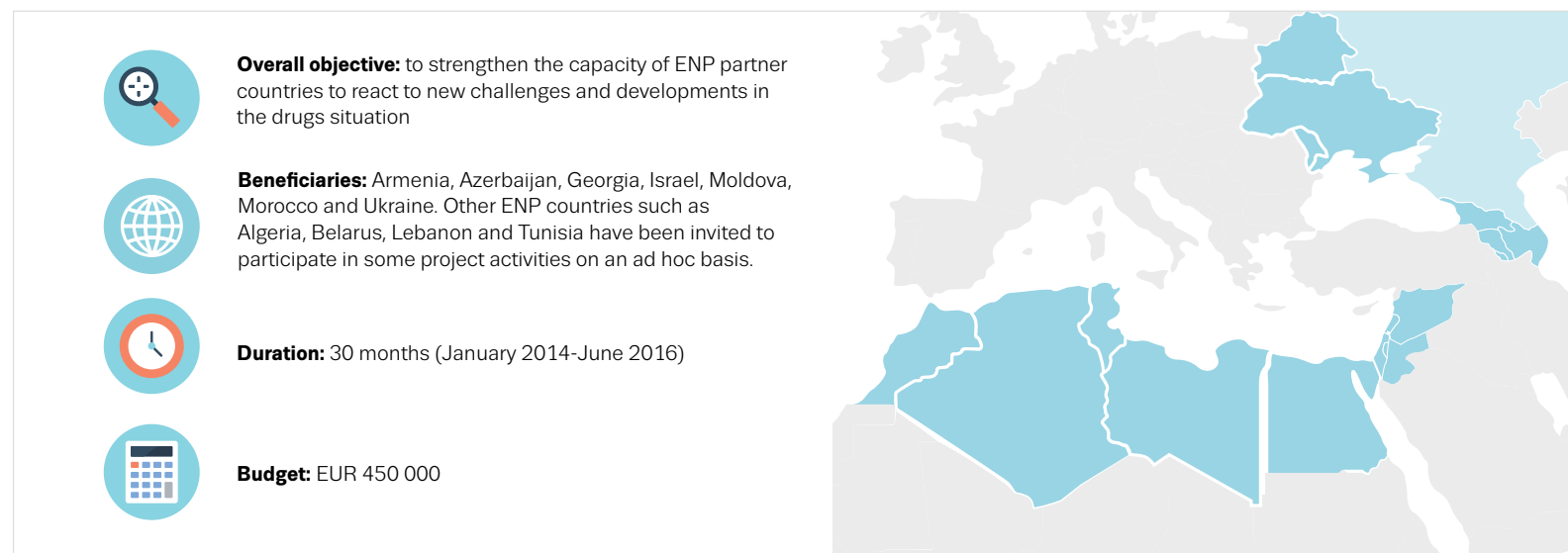
### Key project achievements

The ENP project achieved the following during its 30 months of operation:

- Implementation of ESPAD (co-funded by the project); this enabled the production of new and comparable data on drugs and alcohol use among young students in Georgia, Moldova and Ukraine, and facilitated a better organisation of demand reduction interventions at national level.

FIGURE 7

In a nutshell: the implementation of the ENP project (2014-16)



- Regional training activities organised by the EMCDDA, for instance on the monitoring and control of NPS with Europol, on supply data with CEPOL and on monitoring the drug situation with Charles University in Prague, in addition to targeted national workshops (in 2016 in Armenia and Ukraine).
- Fostering experience exchange between experts in the ENP partner countries and EU experts, through the opening up of EMCDDA expert meetings and technical conferences for the Reitox NFPs to the ENP countries.
- Country overviews published for Israel, Moldova, Morocco and Ukraine.
- Expert report financed by the project on the analysis of supply data collected from selected ENP countries to inform future analyses of the European drug market in a global context.
- Study visit on the production and trafficking of illicit drugs (with a special focus on 'Captagon', as well as on cannabis resin and heroin)

carried out in Lebanon by an EMCDDA staff member; two other missions conducted in Lebanon, in order to share the EMCDDA's experience and provide technical support in building a national drug observatory.

- The EMCDDA contributed to the exchange of knowledge in technical meetings organised by the Pompidou Group (in Morocco, Tunisia and Egypt) or by other international organisations (the United States Agency for International Development (USAID)) and the Czech Development Agency (in Georgia).

Finally, the EMCDDA continued to contribute its know-how to EU drug-related regional programmes, as requested by the European Commission. This included support for the implementation of the new Cooperation Programme on Drugs Policies between Latin American and Caribbean States and the European Union (COPOLAD) II project and the Central Asia Drug Action Programme (CADAP) project, which are funded by the European Commission.



## CHAPTER 3

# Management and leadership

### Corporate area Governance

As already presented, 2016 was the first year under the EMCDDA Strategy 2025 and work programme for 2016-18, adopted by the Management Board in December 2015. The year also saw a change in the leadership of the EMCDDA, both at the level of the Management Board, for which a new Chair and Vice-Chair were elected at the end of 2015, and at the level of the agency's management, with a new Director selected in 2015.

In this context, the focus for the Corporate area Governance was to set the necessary guidance and direction for the Centre to continue performing the tasks set out in its Founding Regulation (recast) and achieve its objectives in an efficient way.

To that end, the conditions were created for a smooth and quick transition in the EMCDDA's leadership, at the levels of both the Management Board and the Director. A meeting between the new Chair of the Management Board, Ms Laura d'Arrigo, the Vice-Chair, Mr Franz Pietsch, and all the EMCDDA staff, took place at the beginning of the year. This allowed an exchange of views regarding the future of the EMCDDA, planned organisational developments and the way forward.

This was complemented by five other meetings between the new Director, Mr Alexis Goosdeel, and the staff of the agency, on mutual expectations, the proposed plan of action and the main objectives for the work ahead.

### EMCDDA Director — main activities in 2016

The Director, through his external activities, contributed to increasing the visibility of the EMCDDA and consolidating the credibility of its work by building and improving partnerships.

For instance, Director Goosdeel strengthened relationships with the European Parliament. On 25 January, Mr Goosdeel attended a meeting of the LIBE Committee, during which he presented the EMCDDA's strategy and work programme for 2016-18, as well the work programme

for 2016. In February, the Director met with MEPs Michał Boni (Poland) and Tomas Zdechovský (the Czech Republic).

On 7 April 2016, the EMCDDA Director presented, together with Mr Laimonas Vasiliauskas from Europol, the second joint EMCDDA–Europol *2016 EU Drug Markets Report*. He presented the *European Drug Report 2016: Trends and Developments* to the LIBE Committee on 8 September. This presentation was preceded by meetings of the Director with MEPs,

Monica Macovei (Romania), Cristian-Silviu Buşoi (Romania) and Ignazio Corrao (Italy), on issues concerning the work of the agency.

The Director participated on 4 February in a visit of a delegation from the Directorate of Justice Affairs of the General Secretariat of the Council of the European Union to the EMCDDA. The delegation was led by Ms Nathalie Pensaert, Director within Directorate 2 — Justice at the Council. On 7 April, the EMCDDA Director presented, together with the Europol Director, the second joint EMCDDA–Europol *2016 EU Drug Markets Report: In-depth Analysis* to the HDG of the Council.

Throughout the year, the Director had regular meetings with representatives from the European Commission's services, including meetings with the Cabinet of Commissioner Avramopoulos and the Director-General of Migration and Home Affairs, Matthias Ruete.

The *2016 EU Drug Markets Report* was launched at a press conference in Brussels on 5 April by Commissioner Avramopoulos, in charge of Home Affairs, Migration and Citizenship. The Commissioner was joined by EMCDDA Director Alexis Goosdeel and Europol Director Rob Wainwright. On 31 May, the Director welcomed Commissioner Avramopoulos to the agency's offices in Lisbon in the framework of the launch of the *2016 European Drug Report: Trends and Developments* to the international press.

The Director also met with Ambassador Didier Lenoir, Head of the European Union Delegation to the International Organisations in Vienna, who paid a visit to the EMCDDA on 31 May to 1 June.

With regard to building relationships with the other EU agencies, the Director participated in the meeting of the heads of agencies in October at the European Intellectual Property Office (EUIPO) in Alicante, and attended the EU Agencies Forum organised by the Coordination of the EU Agencies Network and held at the European Parliament in Brussels on 6-7 December 2016. He also participated in the Sixth Informal Strategy Meeting of the Heads of Home Affairs Agencies, held on 15-

16 September in Tallin at the European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), which was also attended by the Director-General for Migration and Home Affairs of the European Commission. The Director participated in the annual meeting of the Heads of Justice and Home Affairs Agencies on 14 November at FRA in Vienna. On 12 October, Mr Goosdeel paid a visit to Europol.

The Director participated, together with Ms Joanna Goodey, Head of the Freedoms and Justice Department of FRA, in a meeting of the Council of the EU's COSI on 19 December. The EMCDDA will take over from FRA as chairing organisation in 2017.

In March 2016, the Director participated in the Special Segment of the 59th session of the CND organised by the UNODC and held in Vienna, as well as in the side event on COPOLAD. From 18 to 22 April 2016, the Director participated in UNGASS 2016, organised by the UNODC in New York. Mr Goosdeel gave three presentations at the following side events: (1) 'Tackling new challenges on drugs policy: contribution of the Cooperation Programme on Drugs Policies between Latin American and Caribbean States and the European Union (COPOLAD)' on 18 April; (2) 'Evidence from the past to tackle challenges in drug policies from today and the future' on 19 April; and (3) 'A public health approach as a base for drugs policy: the Portuguese case' on 20 April.

Mr Goosdeel participated as an expert in a public hearing organised by the Health Committee of the German Parliament on a draft German law on NPS on 6 July in Berlin. He also paid visits to Croatia, Denmark, Finland, Ireland, Norway and Sweden.

Mr Goosdeel had bilateral meetings with EU Member State ambassadors and attended a number of receptions held to mark national days at the embassies of various EU and non-EU countries.

The Director also attended some key scientific events in 2016, at which he delivered keynote speeches or presentations on EMCDDA activities,

including 'Hepatitis C: the beginning of the end — key elements for successful European and national strategies to eliminate HCV in Europe' at the EU HCV Policy Summit (17 February, Brussels); the conference 'International perspectives on addiction: issues and interventions' at the Institute of Technology (4 November, Tralee, Ireland); sixth Annual Drug

Conference of the Institute for International Research on Criminal Policy (10 November, Ghent, Belgium); and a workshop on 'Narcotics: Problems and Solutions of this Global Issue' of the Pontifical Academy of Sciences (23-24 November, Vatican City).

## Strategic planning

The key achievement for this area in 2016 was the definition of a new integrated EMCDDA strategic and operational planning framework, grounded in the EMCDDA Regulation (recast), with the new EMCDDA Strategy 2025 at its heart, and building on the new SPD as its operational pillar.

A strategic thinking exercise was launched in 2016 with a view to developing a long-term direction of travel for the EMCDDA. The result of this endeavour was the [EMCDDA Strategy 2025](#), a document that lays down the vision, long-term goals and objectives of the EMCDDA, together with a roadmap which will help align the agency's activities with the new strategic framework.

Building the Strategy was a collaborative effort that continued throughout 2016 and involved key stakeholders and partners, as well as the agency's staff. The effort included a key stakeholder consultation exercise, which was conducted by contracted strategy consultants. Furthermore, and making use of the survey results, a strategic analysis was conducted with the participation of the management of the agency and under the supervision of the internal strategic committee established by the Director for this purpose.

In the next stage, the preliminary results of the strategic analysis and the outlines of the proposal for the new Strategy were discussed at the Management Board meeting in June 2016 in a thematic session organised at the request of the Chair of the Management Board. The

comments and recommendations made by the Management Board members informed the consultation draft of the document, which was sent out for comments to the Management Board, the Scientific Committee, the Reitox NFPs and all EMCDDA staff.

The final draft of the Strategy was submitted to the Management Board, which adopted it unanimously at its meeting in December 2016.

Together with this document, the Management Board also adopted the new organisational structure for the agency. The aim of this is to set up the appropriate structural arrangements for implementing the Strategy, namely by reorganising the three previously existing scientific units into two new units for managing activities under the two pillars 'public health' and 'security' (see Figure 8).

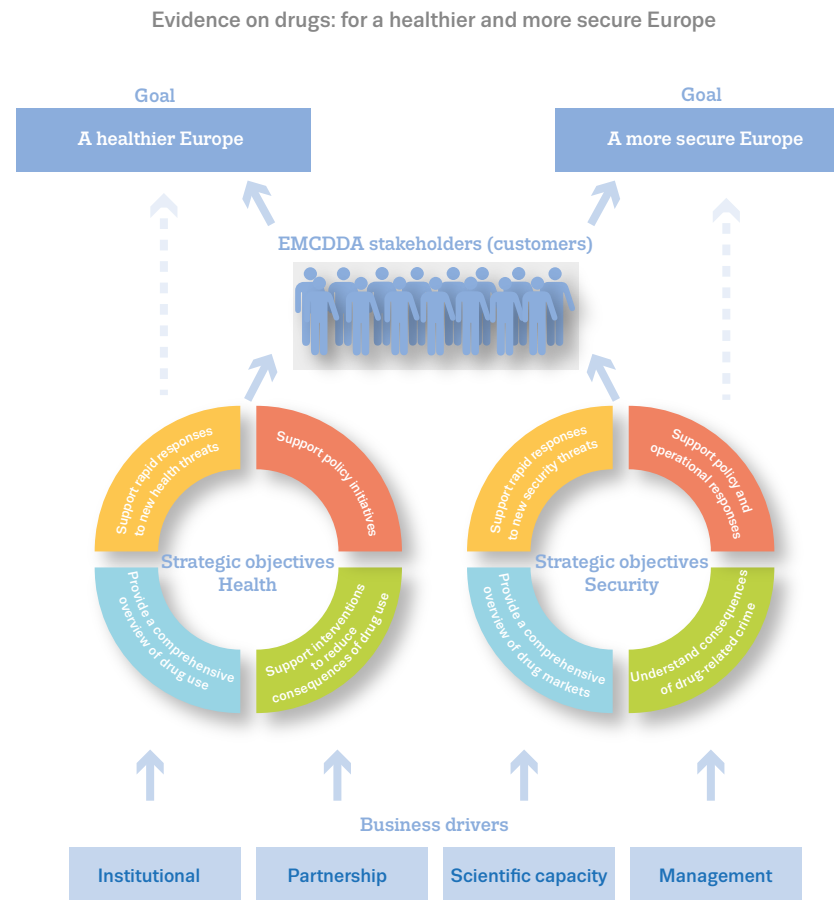
The new Strategy and its two consecutive roadmaps will guide the future planning work of the agency, in particular the preparation of the annual SPDs. Under the umbrella of the agency's Founding Regulation (recast in 2006), these documents will form the EMCDDA's integrated strategic and operational framework, as presented in Figure 9.

The first [EMCDDA SPD for 2017-19](#) was adopted by the Management Board in December 2016. This document was developed in line with Article 32 of the EMCDDA Financial Regulation and following the common template used by all EU agencies, as required by the European Commission. The entering into effect of this new programming

instrument brought some important changes in the planning cycle of the agency; therefore, a significant investment of effort was required in order to align operations with the new timelines and working procedures and ensure a timely delivery of this new SPD.

In December 2016, the Management Board also adopted the EMCDDA Preliminary Draft SPD 2018-20. This represented an additional element in the planning cycle of the agency, which, once again, made all the efforts necessary to adapt its related processes to fully comply with this new institutional requirement.

FIGURE 8  
The EMCDDA strategic framework 2025



## Work towards increased efficiency

Further streamlining EMCDDA processes and tools with a view to increasing efficiency was another priority for this area in 2016.

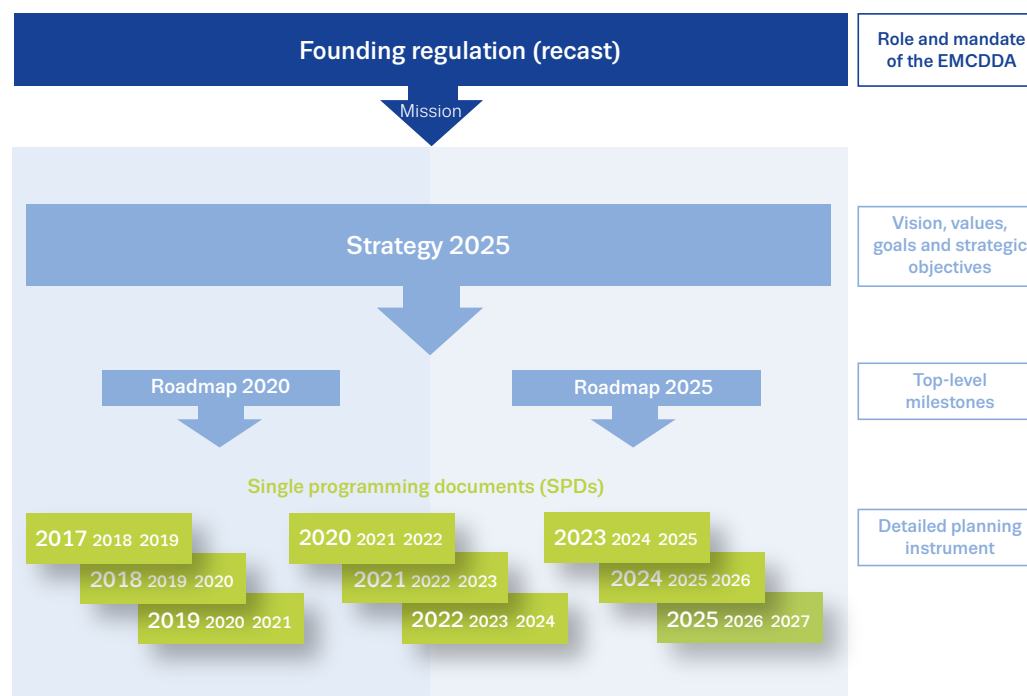
Among other tasks, this involved the reorganisation of the heads of unit meetings, the agency's main managerial forum, which takes place regularly and is chaired by the Director. In 2016, these meetings focused more on performance management, including sound work prioritisation and allocation of resources, a top priority for the new leadership.

One of the concrete measures put in place to support efficient allocation of resources was the setting up of a new mechanism for assessing and

approving internal projects. The objective of this collaborative initiative, which involves actors from different units, is to ensure that the agency's resources that may become available during the year follow the work priorities defined in the established annual work programme.

At the same time, the implementation of the top priorities in the work programme (namely the level 1 and level 2 priority activities) was closely monitored during the year, special attention being given to large ICT investment projects, the development of the EDND and the EMCDDA website.

FIGURE 9  
The EMCDDA's integrated strategic and operational framework



The agency also invested in project management training for staff. This training programme, initiated in 2016 (24 staff trained), is part of a more complex programme aimed at gradually putting in place the conditions necessary to achieve one of the milestones defined in the Strategy 2025, namely to have 80 % of the EMCDDA 'activities' managed as 'projects' by 2020.

## Performance monitoring and reporting

Closely linked to the work towards increasing efficiency at the EMCDDA, another priority for the year was to pursue the development of the agency's performance management system.

To achieve this, a detailed internal management plan was put in place in order to support the planning of activities and the necessary resources to implement them and achieve the results defined in the 2016 work programme.

This internal management plan served as the basis for the two corporate monitoring exercises that were carried out during the year, namely the 'Mid-year monitoring' and the 'End-year monitoring', which helped prepare this *General Report of Activities*.

Within the same objective, namely to make the best use of the agency's resources, a staff competency mapping exercise was carried out in 2016 with support from external consultants. The findings will inform measures to be applied by the EMCDDA with a view to optimising the use of its human capital.

Furthermore, a critical review of the key performance indicators (KPIs) was performed in 2016 with support from an external consultant. The internal definitions and data collection flows were improved as a result.

In terms of corporate reporting, the main output was the [EMCDDA General Report of Activities](#) for 2015 adopted by the EMCDDA Management Board through written procedure and published on 15 June 2016. This comprehensive report was forwarded to the European Parliament, the Council of the EU, the European Court of Auditors (ECA) and the Internal Audit Service of the European Commission, in line with the provisions of the EMCDDA Founding Regulation.

## CHAPTER 4

## Supporting the achievement of results

## Corporate area Administration and ICT

In line with the strategic priorities for 2016-18, the objective for this area in 2016 was to ensure that the implementation of the activities

planned across the annual work programme is supported by the effective management of the available resources and by efficient ICT services.

## Financial and budget management, and accounting

The priorities in the financial resources management area focused on effective and timely planning; the monitoring and execution of the EMCDDA budget in line with the organisational priorities and the existing constraints, and pursuant to activity-based management and activity-based budgeting principles; and optimising all the related processes. These were all complemented by the efficient use of material resources.

In this context, the EMCDDA achieved, once more, an outstanding performance in terms of budget execution, as shown in Table 5:

TABLE 5  
Budget execution

Commitment appropriations	99.95 %
Payment appropriations	95.64 %
Consumption of 2015 (C8) credits	94.42 %

In terms of the procurement execution, the procurement plan was put in place, in line with the EMCDDA 2016 management plan, and successfully executed in close collaboration with all units.

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

## Human resources

The work to align the EMCDDA human resources processes and policies to the reform of the EU staff regulations continued in 2016. This included, in particular, the adoption of implementing rules for the promotion of officials and the reclassification of temporary and contract staff.

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

## Infrastructure and logistics

In the area of logistics and infrastructure management, ensuring a healthy and safe working environment remained the key priority in 2016. Further measures to rationalise the costs of utilities and service contracts were implemented during the year. The identification of health and safety risks for staff remained one of the main priorities of the agency, as well as an increase in effectiveness, efficiency gains and cost savings through the creation of further synergies with the European Maritime Safety Agency (EMSA).

## Information and communication technology

ICT programmes and services support the agency's core objectives and guarantee the smooth operation of all services. They include ICT support for day-to-day work processes, the maintenance and hosting of enterprise applications, and the management of the data centre.

Concerning the support to core business areas, the following activities were given priority in 2016:

TABLE 6  
Training provided in 2016

Total number of training days	499.3
Training courses per staff member (average)	2.3
Training days per staff member (average)	4.9
Budget spent on training (EUR)	81 833

An important objective in 2016 was to further develop EMCDDA working and production capacity by maximising training opportunities for EMCDDA staff (Table 6).

As a result of the annual risk assessment that was delivered in 2016, the information included in the risk registry was adapted.

The internal EMCDDA environmental policy was further implemented and an environmental report was delivered in 2016. In the same regard, the agency continued to contribute to the inter-agency Greening Network.

- the maintenance and development of the established EMCDDA online data collection platforms, namely Fonte and the EDND, and the data warehouse;
- further development of the EMCDDA's web system, including migrating and hosting the ESPAD website.



Several other business projects were implemented to support corporate and administrative activities, for which work progressed in line with available resources. This included the management information system for corporate planning and monitoring, a missions management tool and a leave management system.

With a view to supporting the optimal allocation and prioritisation of ICT resources, the internal ICT Steering Committee was formalised in 2016.

This committee is chaired by the Director and composed of heads of units and other key staff with responsibilities for implementing the ICT work programme. A five-year ICT investment plan was developed with a view to ensuring that resources in the ICT area are efficiently allocated, and that they will adequately support the priorities defined in the Strategy 2025.

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

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## CHAPTER 1

# Management Board's analysis and assessment

The Management Board has analysed and assessed the Authorising Officer's (Director's) *General Report of Activities* for the financial year 2016.

The Management Board appreciates the performance of the Centre in implementing its work programme. The Management Board welcomes in particular the emphasis put by the EMCDDA in 2016 on increasing its services to support policy at EU, national and international levels.

The following achievements should be highlighted:

- With regard to monitoring and reporting on the drugs problem in Europe, the EMCDDA presented its annual overview of the European drug situation — the EDR, together with a multimedia EDR package — as well as the second edition of the EDMR, which was produced jointly with Europol. The 2015 ESPAD Report was presented at the EMCDDA in Lisbon on 20 September.
- In terms of support to policy, the EMCDDA contributed to a number of key policy documents or initiatives in the drugs field, such as the external evaluation of the 2013-16 EU action plan on drugs, and was very active in providing support to the European Commission and the External Action Service on activities with third countries. The agency was represented at 36 key EU and international drug policy meetings. Two European Commissioners (Dimitris Avramopoulos, Migration, Home Affairs and Citizenship, and Vytenis Andriukaitis, Health and Food Safety) and members of the LIBE Committee visited

the EMCDDA. The EMCDDA launched a new cannabis policy news service.

- The EMCDDA maintained communication with the EU Member States, particularly with the Reitox NFPs, and undertook 18 technical or institutional missions in Member States.
- The EMCDDA carried on ensuring continuous and robust implementation of the EWS together with its partners in the Member States, Europol and the EMA. In the area of monitoring new trends in the drug phenomenon, the EMCDDA made significant progress on wastewater-based epidemiology and the development of hospital emergency data.
- The Management Board congratulated the Director and his staff on the drafting of the agency's first long-term strategy, the EMCDDA Strategy 2025, which was adopted by the Board in December.
- The agency continued its efforts to further improve its operational efficiency, and once again achieved an outstanding budget execution rate at the end of the year.

In conclusion, the Management Board welcomes the 2016 *General Report of Activities*, which provides an excellent overview of the agency's achievements as set out in the work programme adopted by the Board.

## CHAPTER 2

# Management

### Management Board

#### Main decisions

As usual, the Management Board met twice in 2016. The first meeting took place on 23-24 June and the second on 15-16 December.

Ms Laura d'Arrigo (France), Diplomatic Advisor at the French Interministerial Mission for Combating Drugs and Addictive Behaviours (*Mission interministérielle de lutte contre les drogues et les conduites addictives* (MILDECA)), started the first year of her mandate as Chair of the Management Board (from 1 January 2016 to 31 December 2018). Dr Franz Pietsch (Austria) started his mandate as Vice-Chair for the same period.

At the June meeting, the Management Board gave a favourable opinion on the EMCDDA's final annual accounts for 2015 and congratulated the Director and his staff on the excellent level of budgetary execution. Furthermore, the Management Board adopted the EMCDDA anti-fraud policy. This policy follows the methodology prepared by the European Anti-Fraud Office (OLAF) to guide decentralised agencies, and completes the measures already taken by the EMCDDA on this matter, in particular the rules on internal investigations by OLAF, the initiatives for awareness raising on staff ethics, the rules on gifts and hospitality offered by third parties and the guidelines on serious wrongdoing and whistle-blowing.

The Management Board endorsed the EMCDDA Action Plan further to the 2015 IAS (Internal Audit Service of the European Commission) on IT Project Management, and adopted the revised EMCDDA provisions on security for the protection of classified information as part of the implementation of its Memorandum of Understanding (MoU) with Europol.

The Management Board confirmed Mr Claude Gillard (Belgium) and Mr Luigi Soreca, Director for Security at DG HOME, representing the European Commission, as the reporting officers for the assessment of the annual appraisal, the probationary period and the appraisal procedure for the management functions of the EMCDDA Director for 2016. As from the 2017 exercise, Mr Franz Pietsch, in his capacity as Vice-Chair of the EMCDDA Management Board and for the duration of his mandate as Vice-Chair, will replace Mr Claude Gillard as one of the two reporting officers designated for the annual appraisal of the EMCDDA Director, and Mr Luigi Soreca will be the other reporting officer.

The Management Board agreed unanimously to bestow the title of Honorary Director on the former EMCDDA Director, Mr Wolfgang Götz.

Director Goosdeel presented the state of progress and first outline of the EMCDDA Strategy 2025 to the Management Board members at their meeting of 23-24 June 2016, on which all delegations commented

during a thematic debate proposed by the Chair. A first draft of the Strategy was then sent on 14 October to the members of the Management Board, the Scientific Committee, the heads of the Reitox NFPs and the EMCDDA staff for informal consultation.

The EMCDDA Strategy 2025 was adopted by the Management Board at its 54th meeting on 15-16 December. The Management Board also adopted a new organisational structure for the EMCDDA, to support the implementation of the Strategy.

In line with the provisions of Article 32 of the Framework Financial Regulation applicable to EU agencies and the EMCDDA Financial Regulation, the Management Board adopted the EMCDDA's first SPD for the period 2017-19, together with the 2017 work programme, on which the European Commission and the EMCDDA Scientific Committee had given a favourable opinion. The Board also adopted the EMCDDA's preliminary draft SPD for 2018-20, which includes the preliminary draft work programme for 2018.

As usual at the December meeting, the Management Board adopted the EMCDDA's budget for the year ahead (2017) and preliminary draft budget for 2018. The budget for 2017 includes EUR 15 135 600 as main revenue to be provided by the EU 2017 subsidy to the EMCDDA, EUR 400 564 for the contribution foreseen by Norway and EUR 271 000 for the contribution foreseen by Turkey. The preliminary draft budget for 2018 includes EUR 15 445 600 as main revenue to be provided by the EU 2018 subsidy to the EMCDDA, EUR 410 184 for the contribution foreseen by Norway and EUR 276 550 for the contribution foreseen by Turkey.

Ms Sanja Mikulić (Croatia) was elected as member of the Budget Committee from 1 January 2017 to 31 December 2019.

In 2016, the Management Board also appointed Ms Ljiljana Veljkovic-Dieudonné as Deputy Accounting Officer, took note of the IAS Strategic Internal Audit Plan for 2016-18 and adopted amending budget No 1 to the 2016 EMCDDA budget by written procedure.

## Executive Committee

### Main decisions

In 2016, the Executive Committee met four times, on 27 May, 23 June, 26 October and 14 December, each time in Lisbon.

At its meeting of 27 May, the Executive Committee commented on the draft agenda and documents of the Management Board meeting of 23-24 June. The Executive Committee welcomed the minutes of the kick-off meeting organised at the beginning of the mandates of the new Chair, Vice-Chair and Director to discuss the competences and practical aspects linked to the roles of the Chair and Vice-Chair. The Executive Committee adopted a transfer of assigned appropriations earmarked

under the EMCDDA 2016 budget for the execution of the ENP project for technical assistance. In addition, the Executive Committee adopted, on behalf of the Management Board, EMCDDA rules to implement the staff regulations and the Conditions of Employment of Other Servants of the European Communities (CEOS) on the promotion of officials, the reclassification of temporary agents and the reclassification of contract agents. In response to a request from Germany, it was decided that the Chair should address a letter to the member for Germany on the Board, reiterating the rules on the composition of national delegations and the status of observers, and confirming that the participation of a third

representative as an observer representing the *Länder* will be possible on an ad hoc basis.

The Executive Committee passed in review and made comments on the items of the draft agenda for the Management Board meeting of 23-24 June.

On 26 October, the Executive Committee prepared the agenda for the Management Board meeting of 15-16 December. On the basis of the recommendation of the Budget Committee, the Executive Committee agreed that the Chair should launch a written procedure for the adoption of amending budget No 1 to the 2016 EMCDDA budget by the Management Board. In its capacity as the body empowered by the EMCDDA Management Board to decide, on behalf of the latter, on the

adoption of EMCDDA rules on implementing the staff regulations and the CEOS, the Executive Committee decided that Commission Decision C(2013)9028 of 16 December 2013 on the maximum duration for the recourse to non-permanent staff in the Commission services shall not apply to the EMCDDA.

The Executive Committee passed in review on 14 December the items of the draft agenda of the Management Board meeting starting the next day.

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

## Main events

A number of important developments in the work of the EMCDDA took place in 2016, and these are presented in detail in this report. Institutionally, however, there were two events that will have a significant impact on the agency in the future. These events are closely linked

and are the adoption of the EMCDDA Strategy 2025 by the EMCDDA Management Board in December, as well as the adoption, at the same meeting, of a new organisational structure to support the implementation of the Strategy.

## Budgetary and financial management

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

Information on budgetary and financial management is covered by the report included in the EMCDDA Annual accounts 2016.

In terms of procurement execution, the procurement plan was put in place, in line with the EMCDDA 2016 management plan, and successfully executed in close collaboration with all units (Tables 7 and 8).

TABLE 7  
EMCDDA tenders in 2016

Tendering	2016 figures	Number of direct contracts	Number of framework contracts
Negotiated procedures — disp. Article 134 — Rules of implementation of the Financial Regulation (exceptional procedures)	0	0	0
Negotiated procedure — single tender <sup>(1)</sup>	130	130	0
Negotiated procedure — at least three candidates	12	11	1
Negotiated procedure — at least five candidates	11	9	2
Open procedures	2	0	2
European Commission frameworks joined	4	0	4

<sup>(1)</sup> Including appointment letters and low-value contracts.

TABLE 8  
EMCDDA negotiated procedures in 2016

Negotiated procedures launched in 2016										
Value (EUR)	Works		Supplies		Services		Total for 2016			
	Number of contracts	Value of contracts (EUR)	Number of contracts	Value of contracts (EUR)	Number of contracts	Volume of Value (EUR)	Number of contracts	%	Value of contracts (EUR)	%
> 1 000 and ≤ 15 000	14	63 086.00	15	58 842.31	86	473 570.09	115	84.56	595 498.40	41.15
> 15 000 and ≤ 60 000	3	64 466.00	2	61 934.00	10	194 074.45	15	11.03	320 474.45	22.15
> 60 000 and ≤ 135 000	1	99 268.78	0	0.00	5	431 850.00	6	4.41	531 118.78	36.70
Total	18	226 820.78	17	120 776.31	101	1 099 494.54	136	100	1 447 091.63	100

## Summary information on budgetary operations for 2016 in terms of budget operations, revenue and expenditure

The information about the appropriations transferred in 2016 can be found in the report on budgetary and financial management, as included in the EMCDDA Annual accounts 2016. The EMCDDA Management Board approved one amending budget in 2016, which was duly published.

In 2016, the EMCDDA received 100 % of the revenues envisaged in its 2016 budget. In this context, the agency once more achieved

an outstanding performance in terms of budget execution, which is reflected by the following rates of execution: 99.95 % for commitment appropriations, which is the best performance in EMCDDA history; 95.64 % for payment appropriations; 94.42 % for appropriations carried forward from 2015; and 1.4 % for cancelled/non-used payment appropriations.

## Human resources management

### Major human resources events in 2016

The work to align the EMCDDA human resources processes and policies with the reform of EU staff regulations continued in 2016. This included, in particular, the adoption of implementing rules for the promotion of officials and the reclassification of temporary and contract staff.

A table detailing the number of days of leave authorised to each function group and grade, in accordance with the rules in force concerning flexitime and compensatory leave, is presented in Table 9.

No major changes occurred in the EMCDDA 2016 establishment plan, apart from the reduction of one authorised post compared with 2015, as requested by the European Commission and adopted by the EU budget authority.

TABLE 9

**Number of days of leave authorised to each grade under the flexitime and compensatory leave schemes, 2016**

Function group and grade <sup>(1)</sup>	Number of days	Function group and grade <sup>(1)</sup>	Number of days
AD5	6.5	AST9	0
AD6	18	AST10	1
AD7	36	AST11	0
AD8	55	GF1	0
AD9	22	GF2	0
AD10	2	GF3	6
AD11	20	GF4	2
AD12	4.5	GF5	0
AD13	0	GF6	26.5
AD14	0	GF7	36
AD15	0	GF8	0
AD16	0	GF9	3
AST1	0	GF10	3
AST2	0	GF11	7.5
AST3	0	GF12	1
AST4	0	GF13	0
AST5	30.5	GF14	5
AST6	49.5	GF15	0
AST7	6.5	GF16	6.5
AST8	16.5		
Total 364.5			

<sup>(1)</sup> AD, administrator; AST, assistant; GF, group function



## Brief description of the results of the screening/benchmarking exercise

The results of the EMCDDA 2016 staff screening exercise reflect the EMCDDA's efforts to ensure the effective and efficient allocation and use of its resources. The results show that 69.75 % of the EMCDDA's human resources

capacity was devoted to operational activities in 2016 and only 20.17 % as allocated to administrative support and coordination; the remaining 10.08 % was assigned to operations considered neutral (see Annex 2).

## | Assessment by management

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

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

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

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

- Project manager: initiates and provides operational input for the administrative and financial operations related to project implementation (e.g. technical specifications for tendering procedures, cost estimates and 'certified correct' payments).
- Financial management team: financial and contractual support officers help to prepare administrative and contracting supporting documents with the input of the project manager involved.

- Budget planning and monitoring team: checks for consistency with work programme and budget allocations.
- Financial management team: initiating officers carry out operations using the EMCDDA's electronic management and accounting system (ABAC), prior to decisions of the Authorising Officer.
- Executive office unit: the verifying officer carries out ex ante checks.
- Head of unit or the head of the Scientific Division: gives authorisation for budgetary and legal operations, and acts as deputy authorising officer by delegation (by the Director as EMCDDA Authorising Officer) for the execution of the tasks/activities of his/her unit, within the limits of the adopted EMCDDA annual work programme and budget.
- Accounting officer: makes the necessary financial transactions.

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

After the adoption of the new 'Operating framework for the Reitox system' in January 2003, a new grant agreement model was introduced for the annual co-financing of activities by the Reitox NFPs. This agreement requires that an external audit is carried out each year by an independent body or expert, in order to certify that any financial documents submitted to the EMCDDA comply with the financial

provisions of the agreement, that the costs declared are the actual costs and that all receipts have been declared.

The EMCDDA's activities and operations are scrutinised by several processes and actors:

- external audits by the European Court of Auditors (twice a year);
- external audits for specific projects (IPA-funded projects, etc.);
- discharges by the European Parliament (once a year);
- internal audits by the IAS (once a year);
- opinions of the European Commission's services on the agency's SPD (once a year);
- external periodical evaluations (set as every six years in the EMCDDA Founding Regulation);
- agreements by the European Commission on implementing rules for staff regulations (one agreement for each rule);
- consent by the European Commission on the possible deviation of the EMCDDA Financial Regulation from the European Commission's Framework Financial Regulation for decentralised agencies;
- the European Data Protection Supervisor for compliance with Regulation 45/2001 (by prior notification and upon complaint);
- the European Anti-Fraud Office (upon complaint);
- the Ombudsman (upon complaint);
- the European Court of Justice (upon complaint).

TABLE 10

**Key features of the EMCDDA's partially decentralised management model**

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

TABLE 11

**Key actors and processes involved in the execution of the EMCDDA work programme and budget**

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

Ex ante controls of financial transactions were applied exhaustively throughout 2016 to verify their compliance with the EMCDDA Financial Regulation and the corresponding implementing rules. These controls were carried out swiftly in order to ensure that payment deadlines were met, legal commitments were concluded in a timely manner and

income was recovered promptly, without prejudice to the application of corrections, if required.

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

## Assessment of audit results during 2016 and the follow-up of audit plans, audits and recommendations

In 2016, following up on observations and recommendations expressed by the ECA, the EU Budget Authority and the IAS, the EMCDDA

implemented measures to further improve its management and internal control systems, as outlined below.

### Internal Audit Service

In January 2016, the IAS presented its final report on the 2015 audit concerning 'IT Project Management within the EMCDDA'. This report yielded six main recommendations, covering three issues, as described below:

#### Issue No 1: Business–IT alignment

- The finalisation and adoption of a long-term ICT strategy, including a strategic roadmap for core ICT systems, are required, as well as guidelines for future objectives and priorities in light of business needs.
- An enterprise architecture management framework should be defined and adopted.

#### Issue No 2: IT project management

- The design of an IT project management methodology should be finalised and adopted, notably by tailoring best practices and actively involving business; in addition, required resources should be planned and accounted for across the whole project's life cycle.
- The project management process should be automated, involving a definition of both business and technical requirements for a project management platform covering the complete project life cycle.

#### Issue No 3: Requirements management and systems development

- A requirements management process should be defined and adopted by tailoring relevant best practices and incorporating lessons learnt from past experiences.

- A systems development methodology should be defined and adopted.

The recommendations above have been accepted by the EMCDDA, along the lines established under the action plan sent to the IAS in March 2016 and endorsed by the Management Board in its meeting of 22-23 June. All these recommendations were outstanding at the end of 2016 but remain within the deadlines stipulated in the aforementioned action plan.

Along the lines set up in its 2016-18 Strategic Internal Audit Plan, the IAS carried out, in September 2016, a 'Limited Review on Business Continuity in the EMCDDA'. The related draft report was issued in late December 2016 and yielded three recommendations, rated by the internal auditor as 'Important'. The substantive contents of each of these recommendations are summarised below:

### Issue No 1: Business impact analysis

The EMCDDA should fine-tune its assessment of risks relating to events of interruption in functions considered critical or essential. For this purpose, business functions ought to be identified and 'Maximum Tolerable Periods of Disruption' for each function defined.

### Issue No 2: Training and awareness-raising actions

The EMCDDA should ensure that all staff that support its key activities or are part of the Business Continuity Group and/or Incident Response

Team receives effective and regular training on business continuity management.

### Issue No 3: List of critical records

The EMCDDA should update its list of critical records included in the business continuity plan (BCP) to better indicate the physical location of these records, where applicable, and appoint a person responsible for ensuring that such records are safeguarded and that their location is known.

An action plan aimed at dealing with the three recommendations above will be elaborated following receipt of the final report on business continuity in the EMCDDA.

## European Court of Auditors

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

## | Follow-up on observations from the discharge authority

### Measures taken in light of the observations and comments that accompanied the decision on discharge for 2014

#### | Comments on commitments and carry-overs

Observation No 5 of the European Parliament discharge decision *Welcomes the accelerated implementation of the ICT strategy, but calls on the Centre in future to keep the level of committed appropriations carried over to the following year as low as possible.*

##### Measures taken by the EMCDDA

Within the context of the procedure put in place by the EMCDDA for the management of the carry-forward of budget appropriations, the level of appropriations carried forward in EMCDDA budget title 2 was substantially lower in 2016.

#### | Comments on prevention and management of conflicts of interests and transparency

Observation No 7 of the European Parliament discharge decision *Acknowledges the Centre's publication of declarations of interest of its Management Board; notes, however, that the declarations of interest of Centre's Director and senior management are not publicly available and calls on the Centre to publish those declarations without delay.*

##### Measures taken by the EMCDDA

All members of the EMCDDA staff are covered by the relevant provisions of the EU Staff Regulations of Officials and the CEOS. In this context, the Director of the EMCDDA, who is the only member of the senior

management of the latter, has voluntarily decided to publish his declaration of interest on the EMCDDA public website.

Observation No 8 of the European Parliament discharge decision *Reminds the Centre that, under Article 22c of the Staff Regulations, which entered into force on 1 January 2014, it must adopt binding internal rules on whistle-blowers; further calls on the Centre to establish clear rules against 'revolving doors'.*

##### Measures taken by the EMCDDA

The EMCDDA has adopted its internal procedures and rules on whistle-blowing, which transpose the guidelines of the European Commission on this matter (SEC(2012)679) and are in line with the recommendations expressed by the European Ombudsman, pursuant to its own initiative inquiry on this matter (OI/1/2014/PMC).

In accordance with the relevant provisions of the EU Staff Regulations, namely Article 16 of the latter, the EMCDDA has also adopted rules and procedures that require its staff to communicate to the EMCDDA Appointing Authority the occupational activities they intend to engage in after leaving the agency. On this basis, the EMCDDA Appointing Authority may assess the risk of conflict with the legitimate interests of the institutions and, as required, forbid the staff member from undertaking the activities at stake or submit this undertaking to some mitigating conditions/measures.

## Internal controls

Observation No 9 of the European Parliament discharge decision *Ascertains that a comprehensive document reviewing and setting out the state of implementation of the Centre's Internal Control Standards (ICS) was prepared in 2013 and reviewed throughout 2014; observes that the three identified areas where implementation of the ICS should be improved are the following: business continuity, governance in IT as regards project management and monitoring of performance-supported by Key Performance Indicators; acknowledges that measures aimed at mitigating the risks have continued to be taken by the Centre in order to deal with these risks.*

### Measures taken by the EMCDDA

The EMCDDA has consolidated and developed its business continuity procedures via the revision of its corporate BCP, which includes a structured business impact analysis and risk assessment, as well as the definition of specific procedures for budget, financial and accounting management in situations of crisis.

The implementation of the EMCDDA Internal Control Standards (ICS) has been monitored and reviewed in 2015 and 2016.

The project management procedures in the ICT area have been strengthened by further and better integrating the latter with the EMCDDA corporate planning cycle, in particular with regard to the ICT component of operational activities.

Since 2015, a full set of KPIs covering all EMCDDA areas of activity have been included in the EMCDDA annual work programme.

## Internal audit

Observation No 11 of the European Parliament discharge decision *Ascertains from the Centre that all recommendation relating to the 2008 audit of the IAS have been closed; notes that two recommendations arising from the 2011 IAS audit have not been formally closed, as their implementation is at an advanced stage at the Centre; notes furthermore that the 2013 IAS audit on budget monitoring produced three main recommendations, with two already implemented while the recommendation on the budget preparation process was scheduled to be completed in 2015.*

### Measures taken by the EMCDDA

The recommendations referred to from the IAS's 2011 and 2013 audits have been closed.

## Other comments

Observation No 12 of the European Parliament discharge decision *Notes that the Centre continued its efforts to find a suitable solution for some areas of its 'Cais do Sodré Relógio' building which remains partially unused; acknowledges that two parties have recently expressed an interest in subletting these areas; acknowledges furthermore that the negotiations with the Lisbon Port Authority, the owner of the premises, for the reduction of the rent are in progress; calls on the Centre to inform the discharge authority on the further progress in this issue.*

### Measures taken by the EMCDDA

As of 1 May 2016, the areas in question have been occupied by the company Bensaude S.A., pursuant to the contract concluded between the latter and the EMCDDA for the sub-lease of these parts of the building. This contract has an initial duration of five years, which may be extended for further periods of five years.

In November 2015, the EMCDDA and the Lisbon Port Authority (LPA) reached an agreement for the reduction of the financial burden of the contract in force between them for the 25-year lease of the EMCDDA premises. Pursuant to this agreement and compared with 2015, the annual rent to be paid by the EMCDDA during the 2016-2020 period will be reduced by EUR 533 336 in 2016, EUR 800 004 in 2017, EUR 766 668 in 2018, EUR 482 400 in 2019 and EUR 116 200 in 2020.

Observation No 13 of the European Parliament discharge decision *Calls on the Centre to enhance its procedures and practices aimed at safeguarding the financial interests of the Union and to actively contribute to a results-oriented discharge process;*

### Measures taken by the EMCDDA

In June 2016, the EMCDDA adopted an overall anti-fraud strategy in line with the methodology and guidance provided by OLAF for this purpose. This strategy integrates, completes and develops the measures already taken by the EMCDDA on this matter, in particular the initiatives for awareness raising with regard to staff's ethics and the rules on gifts and hospitality offered by third parties. In this context, this strategy takes into account the relevant statements of the inter-institutional Common Approach to EU Decentralised Agencies and the priorities set by the European Commission in this context, namely for the development of anti-fraud activities through prevention, detection, awareness raising and closer cooperation with OLAF.

## CHAPTER 3

# External evaluations

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

The last external evaluation of the agency was completed in June 2012. The main findings of [this evaluation](#) can be summarised as follows:

- As stated in the overall conclusions and recommendations, the EMCDDA performed well during the 2007-12 period in its mission to provide the EU and Member States with factual, objective, reliable and comparable information at the European level on drugs and drug addiction, and their consequences. This overall conclusion is supported by the evidence from a number of different sources, including the survey work.
- In relation to the various tasks set out in the EMCDDA's 2006 recast Founding Regulation, the evaluation findings are generally positive. Firstly, in relation to its role of providing 'factual, objective, reliable and comparable information at the European level concerning drugs and drugs addiction, and their consequences', the EMCDDA performed strongly. In addition to the demand side of the drugs problem, progress was also made on improving the understanding of supply.
- The EMCDDA also performed well in relation to the second task defined in the 2006 recast Founding Regulation, namely to 'collect, register and analyse information on emerging trends'. During the

period under review, the upwards trend in NPS being detected accelerated, but the EMCDDA kept pace with developments through its EWS and related activities, and provided useful information to the Commission and Member States which has been used to shape policy responses. Feedback from the research on the EMCDDA's performance in relation to the third task set out in the recast Founding Regulation, namely 'identifying best practices in Member States and facilitating and exchange of such practices between them' is not as positive as for the other tasks. The EMCDDA's fourth task ('to promote cooperation with other European and international bodies and with third countries') has been successfully promoted.

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

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

Furthermore, in order to measure the progress achieved, a KPI (KPI 10.1.6: Degree of implementation of the follow-up action plan to the third external evaluation of the EMCDDA) was defined in the 2014 work programme and adopted by the Management Board in July 2012.

At the end of 2014, total implementation (100 %) was shown for this KPI for all the actions that resulted from the 15 recommendations under



the control of the EMCDDA. The EMCDDA therefore concluded that all these recommendations could be subsequently closed. In this regard, a decision was adopted by the Management Board at its 51st meeting, which took place in September 2015.

The agency maintains, however, its commitment to ensuring that its future activities are aligned with these recommendations. This commitment is fully reflected in the EMCDDA's 2016-18 strategy and work programme, which was adopted by the Management Board in December 2015, in the EMCDDA Strategy 2025, in the SPD for 2017-19

and in the preliminary draft SPD for 2018-20, all of which were adopted by the Management Board in December 2016.

In line with the information available at the time of drafting this *General Report of Activities*, the fourth external evaluation of the EMCDDA will be carried out by the European Commission in 2018. The exercise will evaluate the success of the implementation of the new three-year strategy and work programme for 2016-18, as well as the previous strategy and work programme for 2013-15.

## CHAPTER 4

# Assessment of the effectiveness of the internal control systems

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

As in previous years, a comprehensive risk identification and assessment exercise aimed at improving risk management in the EMCDDA was carried out in 2016. The central risk register was kept updated, as was sector risk register set up by the ICT unit. Risk analysis was a continuous exercise at the EMCDDA during the year, although, at the stage of preparation of annual work programmes, more systematic reviews were conducted by managers.

A comprehensive document that reviews and lays down the progress made in the implementation of the EMCDDA's ICS was drawn up in early 2013, and has been reviewed regularly since then. As a result of these reviews, two main areas in which implementation of the EMCDDA ICS should be improved have been identified, namely (in order of priority) 'Business continuity' (ICS 10) and 'Governance in IT', notably regarding 'Projects' management' (one key feature under ICS 7 — 'Operational structures'). The EMCDDA has continued to adopt measures across the agency to mitigate residual risks, taking stock also from the recommendations issued in these fields by the IAS.

The adoption, in September 2013, of a fully fledged BCP for the agency as a whole reflected a major improvement in the implementation of the aforementioned ICS. Without prejudice to future improvements, this plan already appears to be detailed and comprehensive enough to

allow the EMCDDA to act swiftly and operate recoveries in the event of an emergency or disaster. It is also worth mentioning the continuous effort made in relation to governance and technical management of ICT operations. In this area, business continuity was achieved without major incidents, namely by ensuring sound procurement procedures, adequate licensing and proper testing of applications. Furthermore, additional mitigating measures were taken throughout 2016 (notably regarding the automation of IT project management processes), in order to further reduce the residual levels of risks inherent to the management of some ICT-related investments and projects.

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

The monitoring of performance supported by KPIs (ICS 5) was further consolidated throughout 2016, building on the achievements of previous years. This was the second year in which KPIs were in place for all the main areas of work in the annual work programme; with support from an external consultant, the agency has further developed the necessary data collection and reporting mechanisms, piloted some of the new measurement tools, refined working definitions and developed the internal monitoring and evaluation plan. The KPIs will require further improvement and alignment with the EMCDDA Strategy 2025.

Moreover, the agency has been working on the development of an IT tool to integrate the planning and monitoring of activities (MIS). However, the progress achieved has been slower than originally planned because of (1) the need to prioritise work on the SPD (top-level priority) from the perspective of the business owner (the planning function) and (2) development needs of other level 1 priority projects from the perspective of the ICT team, notably relating to project management automation processes. The timeline for the completion of this tool hinges on the availability of the necessary resources (both human resources and funding).

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

The risks more directly associated with operational activities, particularly the lack of proper funding for the Reitox NFPs, which have been apparent since 2014, materialised and were further aggravated throughout 2015 and 2016. In particular, in the last quarter of 2016, revisions made by

national authorities to some NFPs' budgets may trigger corresponding reductions in co-funding provided by the EMCDDA, an event that would imply further negative consequences for the capabilities of the NFPs' with regard to complying with their reporting obligations. It is also worth noting that cuts in funding from national sources to certain NFPs also occurred in 2014 and 2015, thereby increasing the risk that all core monitoring activities of the EMCDDA will be affected. In addition, these difficulties were compounded by lingering budget constraints faced by the EMCDDA itself, which has led to decreases in the amounts granted to NFPs for properly complying with their reporting obligations to the agency.

As a consequence of these events, the rationalisation of the present NFP reporting package had to be carried out and should probably continue; notably, this involves regular assessments of core data needs on the basis of soundly defined priorities and feedback to the NFPs on their performance in respect of the availability of core data.

Furthermore, reductions in the reporting capacities of Member States, already evident in 2015, persisted in 2016, because core data of sufficiently high quality were either completely lacking or available to only a limited extent. As a consequence, the timeliness and comprehensiveness of reporting by Member States on new threats and drug developments have been affected; moreover, some comparative data became unavailable, which curtailed the possibility of carrying out useful analyses at European level. In addition, the reporting of matters related to NPS was often missing or delayed.

Following the materialisation of this risk, a closer monitoring of and feedback to the Member States on their reporting performance was envisaged and is currently ongoing. This measure should allow corrective action to be taken by Member States, if required.

## CHAPTER 5

# Management assurance

### Declaration of assurance by the Authorising Officer

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

In my capacity as Authorising Officer

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

Done in Lisbon on 31 May 2017



**Alexis Goosdeel**

Director

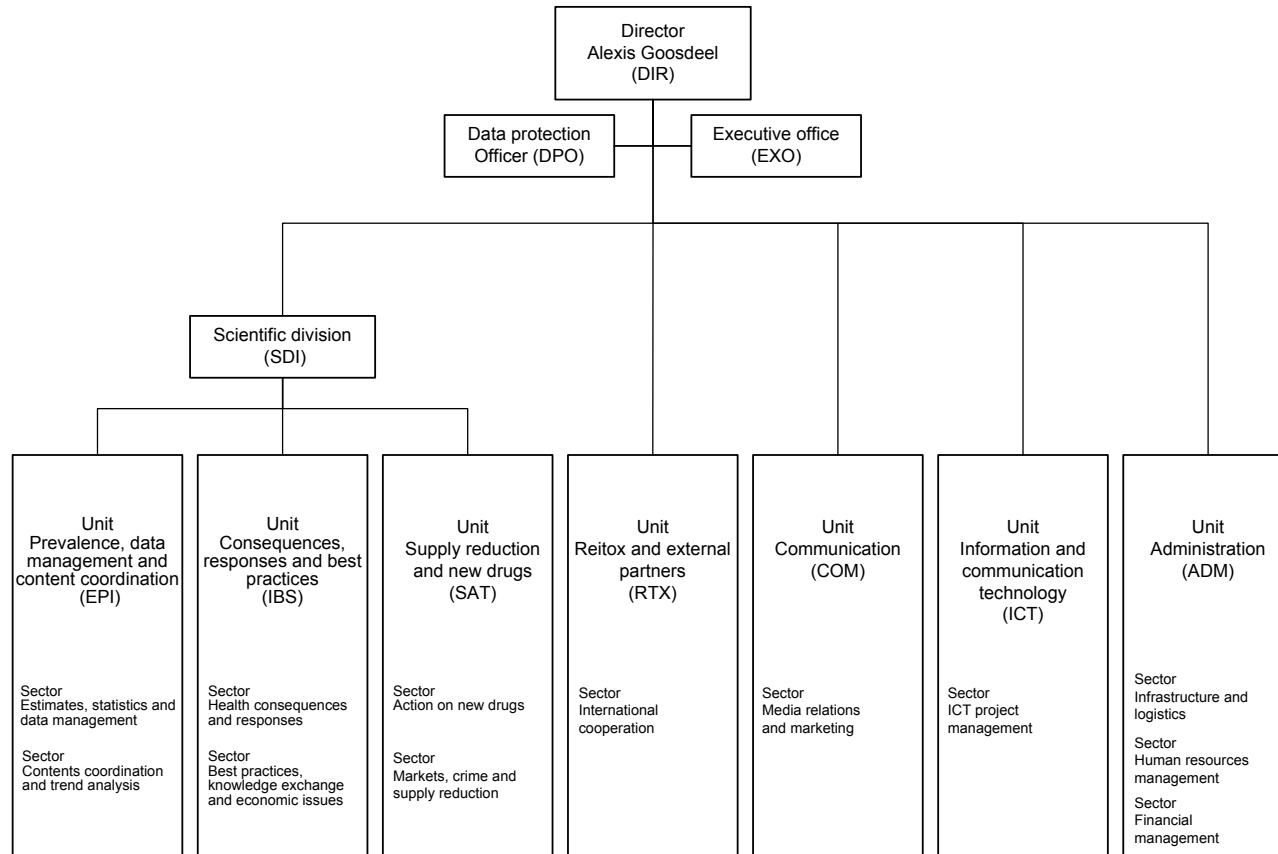
<sup>(1)</sup> 'True and fair' in this context means a reliable, complete and correct view on the state of affairs in the service.

# Annexes

- Annex 1:** Organisational chart
- Annex 2:** Staff details
- Annex 3:** [Implementation of the 2016 work programme by objectives and expected outputs/results](#)
- Annex 4:** [Key performance indicators](#)
- Annex 5:** Members of the EMCDDA's statutory bodies
- Annex 6:** Use of the available resources
- Annex 7:** List of acronyms and abbreviations

## ANNEX 1

## EMCDDA Organisational chart



## ANNEX 2

### Staff details

A. Breakdown of EMCDDA staff as of 31 December 2016

#### EMCDDA Officials, Temporary agents (TA) and Contract agents (CA)

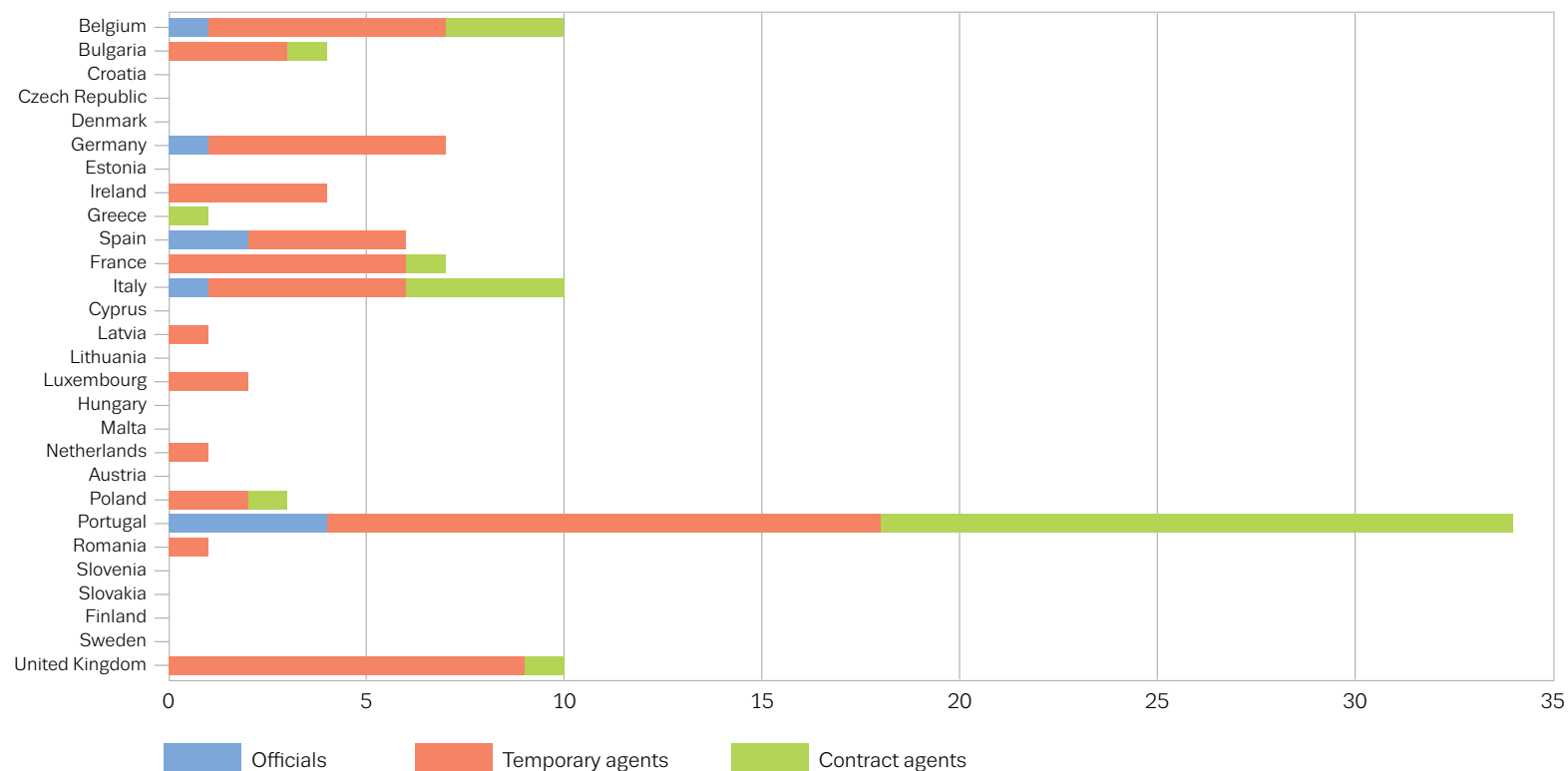
	Categories	Officials	Gender		TA	Gender	
	Grades		Male	Female		Male	Female
AD	15	0			0		
	14				1	1	
	13	1	1		3	2	1
	12	3	3		5	4	1
	11				6	2	4
	10				2	2	
	9	1	1		5	3	2
	8	1	1		8	1	7
	7				8	3	5
	6				2	1	1
	5				2	2	
	<b>Subtotal AD</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>42</b>	<b>21</b>	<b>21</b>
AST	11				0		
	10				1		1
	9				3	2	1
	8				1	1	
	7	1		1	2	2	
	6				8	2	6
	5	1		1	6	4	2
	4				1	1	
	3				0		
	2	1		1	0		
	1				0		
	<b>Subtotal AST</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>22</b>	<b>12</b>	<b>10</b>
	<b>TOTAL</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>64</b>	<b>33</b>	<b>31</b>

## A. Breakdown of EMCDDA staff as of 31 December 2016 (continued)

	Function group		Gender		Total EMCDDA staff	Gender	
			Male	Female		Male	Female
Contract Agents	IV	3	1	2	101	47	54
	III	9	3	6	%	46.53 %	53.47 %
	II	13	1	12	SNE	0	0
	I	3	3				
	Total CA	28	8	20			

AD = administrator; AST = assistant; SNE = seconded national expert

## B. Staff by nationality





## C. Results of the 2016 benchmarking exercise

Job type (sub-)category	% of staff in 2016
<b>Administrative support and coordination</b>	20.17
Administrative support	19.34
Coordination	0.83
<b>Operational</b>	69.75
Top level operational coordination	4.79
Programme management and implementation	52.07
Evaluation and impact assessment	0.00
General operational	12.89
<b>Neutral</b>	10.08
Finance/control	10.08
Linguistics	0.00

## ANNEX 3

### **Implementation of the 2016 work programme by objectives and expected outputs/results**

This annex presents, in detail, the activities contained within the work programme for 2016 and how they were carried out during the course of the year. It can be found [online](#).

## ANNEX 4

### **Key performance indicators**

A set of key performance indicators (KPIs) were designed to measure the achievement of the strategic objectives defined in the 2016-18 strategy and work programme. As much as this was possible, annual targets were defined in order to support the measurement of the KPIs. The results in reaching the targets set up for 2016 are presented [online](#).

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

Country/organisation	Member	Substitute
Belgium	Claude GILLARD	Vladimir MARTENS
Bulgaria	Plamen POPOV	Momtchil VASSILEV
Czech Republic	Jindrich VOBORIL	Lucia KISSOVA
Denmark	Lars PETERSEN	Dennis PIHL THOMSEN
Germany	Marlene MORTLER	Jörg PIETSCH
Estonia	Anna-Liisa PÄÄSUKENE	Ain PEIL
Ireland	Susan SCALLY	Brian DOWLING
Greece	Christina DIAMANTOPOULOU	Gerasimos PAPANASTASATOS
Spain	Francisco BABÍN VICH	Maria Sofia ARAGÓN SÁNCHEZ
France	Laura d'ARRIGO (Chair)	Céline GOUYER
Croatia	Željko PETKOVIĆ	Sanja MIKULIĆ
Italy	Paola D'AVENA	Patrizia DE ROSE
Cyprus	Stelios SERGIDES	Marios ADONIS
Latvia	Dzintars MOZGIS	
Lithuania	Inga JUOZAPAVIČIENĖ	Gražina BELIAN
Luxembourg	Xavier POOS	Alain ORIGER
Hungary	Mónika SZÁSZIK	Ibolya CSÁKÓ
Malta	Richard MUSCAT	Marilyn CLARK
Netherlands	Wil DE ZWART	
Austria	Franz PIETSCH (Vice-Chair)	Johanna SCHOPPER
Poland	Piotr JABŁOŃSKI	Bogusława BUKOWSKA
Portugal	João GOULÃO	Manuel CARDOSO

Romania	Sorin OPREA	Cătălin NEGOI-NIȚĂ
Slovenia	Vesna-Kerstin PETRIČ	Jože HREN
Slovakia	Boris BÁNOVSKÝ	Eva DEBNÁROVÁ
Finland	Elna KOTOVIRTA	Kari PAASO
Sweden	Lina PASTOREK	Bo PETTERSON
United Kingdom	Rosanna O'CONNOR	Joe SHAPIRO
European Commission	Matthias RUETE and Luigi SORECA	Floriana SIPALA and Philippe ROUX
European Parliament	Wolfgang GÖTZ and Tomas ZABRANSKY	
Norwegian representatives	Lilly Sofie OTTESEN	Hege Christina BREDESEN
Turkish representatives	Cengiz ERIŞİR	Mustafa ERSOY

Observers	
Scientific Committee	Gerhard BÜHRINGER
Reitox spokesperson	Tim PFEIFFER-GERSCHER
UNODC	Gilberto GERRA
Council of Europe Pompidou Group	Thomas KATTAU
WHO	Lars MØLLER

## Members of the Executive Committee

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

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

## Members of the Scientific Committee

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

Basic biological, neurobiological and behavioural research	Fernando RODRIGUEZ DE FONSECA Rainer SPANAGEL
Drug policy	Henri BERGERON Anne-Line BRETTEVILLE JENSEN Krzysztof KRAJEWSKI
Population-based research and epidemiology	Catherine COMISKEY Paul DARGAN Dirk J. KORF Matthew HICKMAN
Supply, supply reduction and crime	Brice DE RUYVER Letizia PAOLI
Demand reduction	Gerhard BÜHRINGER Marina DAVOLI Gabriele FISCHER Henk GARRETSSEN

## ANNEX 6

**Use of the available resources in 2016 (\*)**

## A. Key areas (KAs)

WP action areas	Main actors for implementation/ cost objects	Assigned HR					Initial allocation of budget resources — non-assigned appropriation			Final allocation of budget resources — non-assigned appropriation			Executed budget — non-assigned appropriation		
		O	TA	CA	SNE	Total HR	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget execution
KA 1: Communicating evidence and knowledge exchange	EPI, IBS, SAT, SDI, COM, RTX	1.75	17.60	3.50	0.00	22.85	2 391 057	1 498 284	3 889 341	2 498 107	1 174 913	3 673 020	2 491 819	1 174 913	3 666 733
KA 2: Early warning and threat assessment	SAT, EPI, IBS, COM	0.00	4.75	2.00	0.00	6.75	601 644	382 722	984 366	626 998	295 635	922 633	626 998	295 635	922 633
KA 3: Situation, responses and trend analysis	EPI, IBS, SAT, SDI, COM	2.00	12.15	1.75	1.00	16.90	1 564 538	1 051 770	2 616 309	1 630 470	768 780	2 399 250	1 630 470	768 780	2 399 250
<b>TOTAL</b>		<b>3.75</b>	<b>34.50</b>	<b>7.25</b>	<b>1.00</b>	<b>46.50</b>	<b>4 557 239</b>	<b>2 932 776</b>	<b>7 490 015</b>	<b>4 755 575</b>	<b>2 239 328</b>	<b>6 994 903</b>	<b>4 749 287</b>	<b>2 239 328</b>	<b>6 988 615</b>

## B. Cross-cutting strategic areas (CAs)

WP action areas	Main actors for implementation/ cost objects	Assigned HR					Initial allocation of budget resources — non-assigned appropriation			Final allocation of budget resources — non-assigned appropriation			Executed budget — non-assigned appropriation		
		O	TA	CA	SNE	Total HR	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget execution
CA A: Information collection and management	EPI SAT RTX	0.50	3.25	5.25	0.00	9.00	3 896 742	1 239 627	5 136 370	4 061 056	1 914 774	5 975 831	4 060 956	1 914 774	5 975 730
CA B: Quality assurance	SDI EPI COM RTX	1.25	5.25	0.65	0.00	7.15	842 157	519 308	1 361 465	877 646	413 817	1 291 464	877 646	413 817	1 291 464
CA C: Cooperation with partners	RTX SDI DIR	1.30	2.00	0.75	0.00	4.05	424 697	294 521	719 218	442 594	208 687	651 281	442 594	208 687	651 281
<b>TOTAL</b>		<b>3.05</b>	<b>10.50</b>	<b>6.65</b>	<b>0.00</b>	<b>20.20</b>	<b>5 163 596</b>	<b>2 053 456</b>	<b>7 217 052</b>	<b>5 381 297</b>	<b>2 537 278</b>	<b>7 918 576</b>	<b>5 381 197</b>	<b>2 537 278</b>	<b>7 918 475</b>

(\*) All amounts in Annex 6 are given in EUR

## C. Corporate area Governance

WP action areas	Main actors for implementation/ cost objects	Assigned HR					Initial allocation of budget resources — non-assigned appropriation			Final allocation of budget resources — non-assigned appropriation			Executed budget — non-assigned appropriation		
		O	TA	CA	SNE	Total HR	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget execution
Governance	GOV	2.20	5.00	2.60	0.00	9.80	317 606	369 289	686 895	332 300	156 065	488 365	330 991	156 065	487 055
<b>TOTAL</b>		<b>2.20</b>	<b>5.00</b>	<b>2.60</b>	<b>0.00</b>	<b>9.80</b>	<b>317 606</b>	<b>369 289</b>	<b>686 895</b>	<b>332 300</b>	<b>156 065</b>	<b>488 365</b>	<b>330 991</b>	<b>156 065</b>	<b>487 055</b>
<b>GRAND TOTAL FOR OPERATIONS</b>		<b>9.00</b>	<b>50.00</b>	<b>16.50</b>	<b>1.00</b>	<b>76.50</b>	<b>10 038 441</b>	<b>5 355 521</b>	<b>15 393 963</b>	<b>10 469 173</b>	<b>4 932 671</b>	<b>15 401 844</b>	<b>10 461 475</b>	<b>4 932 671</b>	<b>15 394 146</b>

## D. Support to operations — Corporate areas administration and ICT

WP action areas	Main actors for implementation/ cost objects	Assigned HR					Initial allocation of budget resources for direct cost of supporting activities to be distributed to operations	Final allocation of budget resources for direct cost of supporting activities to be distributed to operations	Executed budget — non-assigned appropriation
		O	TA	CA	SNE	Total HR			
Administration: supporting core business	ADM (administration and resources/ assets management)	3.00	11.00	8.00	0.00	22.00	4 127 968	3 431 141	3 431 141
Information and communication technologies	ICT (equipment and services)	0.00	8.00	2.50	0.00	10.50	1 227 553	1 501 530	1 501 530
<b>TOTAL</b>		<b>3.00</b>	<b>19.00</b>	<b>10.50</b>	<b>0.00</b>	<b>32.50</b>	<b>5 355 521</b>	<b>4 932 671</b>	<b>4 932 671</b>

## E. Summary of total allocations

WP action areas	Assigned HR					Allocated budget resources — non-assigned appropriations
	O	TA	CA	SNE	Total HR	
For direct cost of operations (tables A + B + C)	9.00	50.00	16.50	1.00	76.50	10 461 475
For indirect cost of operations (i.e. direct costs of support activities — table D)	3.00	19.00	10.50	0.00	32.50	4 932 671
<b>TOTAL</b>	<b>12.00</b>	<b>69.00</b>	<b>27.00</b>	<b>1.00</b>	<b>109.00</b>	<b>15 394 146</b>

## F. Special projects

WP action areas	Main actors for implementation/ cost objects	Assigned HR					Budget — Assigned appropriations			
		O	TA	CA	SNE	Total HR	Budget allocation — financing received in 2016	Carried over and carried forward from 2015	Total available in 2016	Budget execution 2016
Preparation of IPA beneficiary countries for their participation in the EMCDDA (IPA 5 project — second year)	RTX	0.00	0.00	0.60	0.00	0.60	0	538 041	538 041	351 427
Project for technical assistance aimed at strengthening the capacity of the ENP partner countries to react to new challenges and developments in the drug situation (ENP 1 project — third year)	RTX	0.00	0.00	0.00	0.00	0.00	49 312	137 378	186 690	172 879

## Notes:

O = officials; TA = temporary agents; CA = contract agents; SNE = seconded national experts.

Appropriations for cost/expenditure for operational activities and staff directly involved in the implementation of the EMCDDA mission/task/WP.

Overheads, i.e. appropriations for cost/expenditure for activities, equipment, infrastructure and staff that indirectly aim 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.



## Statement of financial performance

	2016	2015	Variation
Contributions of EFTA countries belonging to the EEA	393 140.64	394 005.50	-864.86
Recovery of expenses	30 308.61	41 614.00	-11 305.39
Revenues from administrative operations	185 691.38	2 649 174.72	-2 463 483.34
Other operating revenue	14 989 950.83	14 965 604.27	24 346.56
<b>TOTAL OPERATING REVENUE</b>	<b>15 599 091.46</b>	<b>18 050 398.49</b>	<b>-2 451 307.03</b>
Administrative expenses	-11 739 529.08	-13 589 506.36	1 849 977.28
All staff expenses	-9 209 630.26	-9 100 284.26	-109 346.00
Fixed asset-related expenses	-271 968.95	-1 988 158.10	1 716 189.15
Other administrative expenses	-2 257 929.87	-2 504 064.00	246 134.13
Operational expenses	-4 318 204.44	-3 819 662.72	-498 541.72
Other operational expenses	-4 318 204.44	-3 819 662.72	-498 541.72
<b>TOTAL OPERATING EXPENSES</b>	<b>-16 057 733.52</b>	<b>-17 409 169.08</b>	<b>1 351 435.56</b>
<b>SURPLUS/DEFICIT FROM OPERATING ACTIVITIES</b>	<b>-458 642.06</b>	<b>641 229.41</b>	<b>-1 099 871.47</b>
Financial revenues	4 703.22	20 944.90	-16 241.68
Financial expenses	-3 628.04	-3 102.80	-525.24
<b>SURPLUS/DEFICIT FROM NON-OPERATING ACTIVITIES</b>	<b>1 075.18</b>	<b>17 842.10</b>	<b>-16 766.92</b>
<b>SURPLUS/DEFICIT FROM ORDINARY ACTIVITIES</b>	<b>-457 566.88</b>	<b>659 071.51</b>	<b>-1 116 638.39</b>
<b>ECONOMIC OUTTURN FOR THE YEAR</b>	<b>-457 566.88</b>	<b>659 071.51</b>	<b>-1 116 638.39</b>

## EMCDDA 2016 budget appropriations and execution by nature of expenditure

Title	Description	EUR
1.	<b>Expenditure relating to persons working with the EMCDDA</b>	
	Staff in active employment	9 157 841.25
	Other staff-related expenditure (exchange of officials, etc.)	108 026.22
	<b>Total under Title 1</b>	<b>9 265 867.47</b>
2.	<b>Expenditure for support activities</b>	
	Investment in immovable property, rental of buildings and associated costs	1 103 383.59
	Data processing	493 127.71
	Movable property and associated costs	108 078.67
	Current administrative expenditure + postal charges and telecommunications	115 643.35
	Socio-medical infrastructure	24 179.12
	<b>Total under Title 2</b>	<b>1 844 412.44</b>
3.	<b>Expenditure for operational activities</b>	
	Statutory meetings	159 945.21
	Expenditure on formal and other meetings + representative expenses	362 852.59
	Studies, surveys, consultations	672 994.96
	Publishing and translations	656 257.70
	European Network on Drugs and Drug Addiction Reitox	2 119 715.50
	Missions	312 099.86
	<b>Total under Title 3 — Section 1.01</b>	<b>4 283 865.82</b>
	Section 1.02 — Total core budget	15 394 145.73
	Section 1.03	
4.	<b>Expenditure relating to other subsidies</b>	
	EU financing of specific projects	
	4a. IPA5: financing for implementing pre-accession strategy (*)	351 426.90
	4b. ENPI: strengthening the capacity of the partner countries to react to new challenges and developments in the drug situation (*)	172 879.26
5.	<b>Other expenses (reserve)</b>	0.00
	<b>Total budget</b>	<b>15 918 451.89</b>

(\*) The amounts committed under 4a and 4b contain the commitment appropriations, carried forward from the previous year.

## Execution of the budget: Credit consumption

**Commitments**

Title	Description	% consumption of available credits
1	Staff	100.0
2.	Expenditure for support activities	100.0
3.	Expenditure for operational activities	99.8
4a.	Expenditure relating to IPA5	65.3
4b.	Expenditure relating to ENP1	92.6
<b>TOTAL CONSUMPTION OF CORE BUDGET (TITLES 1, 2 and 3)</b>		<b>100.0</b>

## Balance sheet: ASSETS

ASSETS	31.12.2016	31.12.2015	Variation
<b>A. NON-CURRENT ASSETS</b>	<b>812 681.84</b>	<b>678 510.12</b>	
Intangible assets	395 117.08	290 584.25	104 532.83
Property, plant and equipment	417 564.76	387 925.87	29 638.89
Land and buildings	0.00	0.00	0.00
Plant and equipment	88 055.14	83 809.05	4 246.09
Computer hardware	244 679.50	211 191.25	33 488.25
Furniture and vehicles	84 830.12	92 925.57	-8 095.45
Long-term pre-financing	1 166 660.00	1 966 664.00	-663 148.83
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1 979 341.84</b>	<b>2 645 174.12</b>	<b>-665 832.28</b>
<b>B. CURRENT ASSETS</b>			
Short-term pre-financing	800 004.00	546 199.38	253 804.62
Short-term receivables	211 463.01	913 418.65	-701 955.64
Current receivables	108 917.09	737 782.43	-628 865.34
Other (deferred charges)	102 545.22	175 636.22	-73 091.00
Cash and cash equivalents	1 442 573.96	1 467 861.10	-25 287.14
<b>TOTAL CURRENT ASSETS</b>	<b>2 454 040.97</b>	<b>2 927 479.13</b>	<b>-473 438.16</b>
<b>TOTAL</b>	<b>4 433 382.81</b>	<b>5 572 653.25</b>	<b>-1 139 270.44</b>

## Balance sheet: LIABILITIES

LIABILITIES	31.12.2016	31.12.2015	Variation
<b>Net assets</b>	<b>2 940 572.60</b>	<b>3 385 544.54</b>	<b>-444 971.94</b>
<b>Accumulated surplus/deficit</b>	<b>3 385 544.54</b>	<b>2 726 473.03</b>	<b>659 071.51</b>
<b>Economic outturn for the year — profit +/- loss -</b>	<b>-457 566.88</b>	<b>659 071.51</b>	<b>-1 116 638.39</b>
<b>TOTAL NET ASSETS</b>	<b>2 927 977.66</b>	<b>3 385 544.54</b>	<b>-457 566.88</b>
<b>Current liabilities — accounts payable</b>	<b>1 505 405.15</b>	<b>2 187 108.81</b>	<b>-681 703.66</b>
Current payables	4 040.65	617 488.80	-613 448.15
Sundry payables	-1 212.88	-256.00	-956.88
Other	991 924.67	866 469.68	125 454.99
Accrued charges	986 897.77	863 815.15	123 082.62
Deferred income	5 026.90	2 654.53	2 372.37
Accounts payable with consolidated EU entities	510 652.71	703 406.33	-192 753.62
Pre-financing received from consolidated EU entities	504 682.54	364 406.95	140 275.59
Other accounts payable against consolidated EU entities	5 970.17	4 166.30	1 803.87
<b>TOTAL CURRENT LIABILITIES</b>	<b>1 505 405.15</b>	<b>2 187 108.81</b>	<b>-681 703.66</b>
<b>TOTAL</b>	<b>4 433 382.81</b>	<b>5 572 653.35</b>	<b>-1 139 270.54</b>

## Budget result account for the financial year 2016

		2016	2015
<b>REVENUE</b>			
Balancing Commission subsidy	+	14 794 000.00	14 794 000.00
Other subsidy from Commission (ENP1 2016)	+	49 312.17	711 787.83
Fee income	+		2 500 000.00
Other income (Norway, Turkey, internal assigned revenue C4, bank interest)	+	638 152.46	626 434.98
<b>TOTAL REVENUE (a)</b>		<b>15 481 464.63</b>	<b>18 632 222.81</b>
<b>EXPENDITURE</b>			
Title I: Staff			
Payments	–	9 268 089.53	9 122 210.74
Appropriations carried over	–	72 678.72	138 169.78
Title II: Administrative expenses			
Payments	–	1 421 872.81	4 458 390.98
Appropriations carried over	–	436 440.57	443 069.65
Title III: Operating expenditure			
Payments	–	4 400 485.69	4 045 844.43
Appropriations carried over	–	338 973.65	599 237.01
<b>TOTAL EXPENDITURE (b)</b>		<b>15 938 540.97</b>	<b>18 806 922.59</b>
<b>OUTTURN FOR THE FINANCIAL YEAR (a-b)</b>		<b>-457 076.34</b>	<b>-174 699.78</b>
Cancellation of unused payment appropriations carried over from previous year	+	18 278.73	38 712.08
Adjustment for carry-over from the previous year of appropriations available at 31 December arising from assigned revenue	+	675 419.35	188 102.04
Exchange differences for the year (gain +/- loss –)	+/-	2 602.23	4 976.68
Final balance ENP1		-13 810.85	
Norway pro rata 2016		-6 992.04	-1 995.71
Turkey pro rata 2016		-3 232.50	-658.82
<b>BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR</b>		<b>215 188.58</b>	<b>54 436.49</b>
Balance year $n - 1$	+/-	54436 49	70 360.31
Positive balance from year $n - 1$ reimbursed in year $n$ to the Commission	–	-54 436.49	-70 360.31
<b>Result used for determining amounts in general accounting</b>		<b>215 188.58</b>	
<b>Commission subsidy — agency registers accrued revenue and Commission accrued expense</b>		<b>14 578 811.42</b>	<b>54 436.49</b>
<b>Pre-financing remaining open to be reimbursed by agency to Commission in year <math>n + 1</math></b>		<b>215 188.58</b>	

## ANNEX 7

**List of acronyms and abbreviations**

ABAC	The EMCDDA's electronic management and accounting system
BCP	Business continuity plan
BPP	Best practice portal
CEOS	Conditions of Employment of Other Servants of the European Communities
CEPOL	European Union Agency for Law Enforcement Training
CND	Commission on Narcotic Drugs
COPOLAD	Cooperation Programme between Latin America and the European Union on Drugs Policies
COSI	Council of the EU's Standing Committee on Operational Cooperation on Internal Security
DG	Directorate-General
DG HOME	Directorate-General for Migration and Home Affairs
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DRD	Drug-related deaths (indicator)
DRID	Drug-related infectious diseases (indicator)
ECA	European Court of Auditors
ECDC	European Centre for Disease Prevention and Control
EDMR	EU Drug Markets Report
EDND	European Database on New Drugs
EDR	European Drug Report
EFSQ	European Facility Survey Questionnaire
EMA	European Medicines Agency
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMPACT	European Multidisciplinary Platform Against Criminal Threats
ENP	European Neighbourhood Policy
ESPAD	European School Survey Project on Alcohol and Other Drugs
EU	European Union
Eurojust	The European Union's Judicial Cooperation Unit
EWS	Early warning system

FRA	European Union Agency for Fundamental Rights
GPS	General population survey
HA-REACT	European Union Joint Action on HIV and Co-infection Prevention and Harm Reduction
HCV	Hepatitis C virus
HDG	Horizontal Working Party on Drugs
HFP	Head of national focal point
IAS	Internal Audit Service of the European Commission
ICS	Internal Control Standards
ICT	Information and communication technology
IPA	Instrument for Pre-Accession Assistance
ISCTE-IUL	ISCTE — University Institute of Lisbon
JHA	Justice and Home Affairs
KI	Key epidemiological indicator
KPI	Key performance indicator
LIBE Committee	Civil Liberties, Justice and Home Affairs Committee of the European Parliament
MEP	Member of the European Parliament
MIS	Management information system
NFP	National focal point
NPS	New psychoactive substances
NEWS	National early warning system
OAP	Operational Action Plan
OLAF	European Anti-Fraud Office
OSI	Open source information
PDU	Problem drug use
POD	Perspective on drugs
PVP	Pyrrrolidinopentiophenone
PWID	People who inject drugs
Reitox	European Information Network on Drugs and Drug Addiction

SCORE	Sewage Analysis Core Group Europe
SPD	Single programming document
TAIEX	Technical Assistance and Information Exchange Instrument of the European Commission
TDI	Treatment demand indicator
UN	United Nations
UNGASS	United Nations General Assembly Special Session
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organization





European Monitoring Centre  
for Drugs and Drug Addiction

# General Report of Activities

## Key achievements and governance: a year in review

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

2016

## About the EMCDDA

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

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