European Monitoring Centre
for Drugs and Drug Addiction

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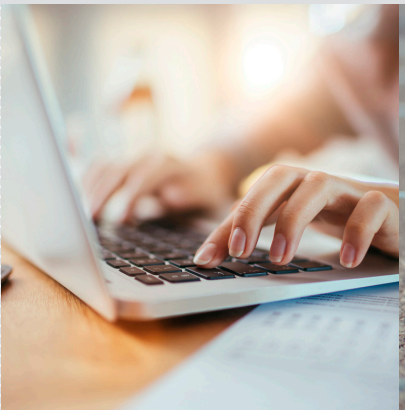
General Report of Activities

Key achievements and governance:
a year in review

2022




2022

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Foreword

Franz Pietsch
Chair of the EMCDDA Management Board

Alexis Goosdeel
Director of the EMCDDA

We are proud to present the 28th *General Report of Activities* of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), which provides an overview of the agency's key achievements in 2022.

This was a challenging year for the EMCDDA. The agency was required to implement a demanding work programme under critical budgetary constraints, while taking further steps towards building a new business model to enable better, more innovative and faster service delivery to our key customers.

At the same time, 2022 was a year of renewed hope for the future, with the launch of the EU ordinary legislative procedure for the adoption of a new, broader mandate for the EMCDDA, further to the proposal put forward by the European Commission on 12 January. The agency was required to support the EU institutions in this vitally important negotiation process, which will lead to the transformation of the EMCDDA into the EU Drugs Agency as of 2024. The preparatory work started during the year and culminated in the definition of an implementation plan for the years to come, which was presented to the Management Board in December.

The year was rich in terms of the services and products that were provided to EU and national drug policymakers and drug professionals in the Member States and beyond. This included three flagship publications: in addition to the *European Drug Report 2022* (EDR), new modules of the *European Responses Guide* were released, and the first two modules, on cocaine and methamphetamine, of the new, fully digital, fourth edition of the joint EMCDDA-Europol EU Drug Markets: in-depth analysis were launched.

This followed the digital-first service and product delivery approach that is now part of our new communication model, which is embedded in the bigger EMCDDA transformation that has been interlinked with the new business model initiative since 2020.

Other information-rich analyses in priority policy and practice areas (such as cannabis developments) were also released and a record 2.6 million people visited our website during the year. Increased requests for information from the media further confirmed the significant upward trend in the uptake of the EMCDDA's knowledge by its customers, partners and the general public.

We dedicated a substantial part of our new and upgraded services in 2022 to better supporting EU institutions and EU policy on drugs, with our permanent technical support to the European Commission, to the successive Presidencies of the Council and to the European Parliament Committee on Civil Liberties, Justice and Home Affairs (LIBE) for their negotiation of a new mandate for the EMCDDA. The new EMCDDA

briefings, which we tested in 2021, became a standard product of the agency in 2022, supporting EU work and dialogues with third countries and regions.

This year was also one of celebration, when the agency marked 25 years of its EU Early Warning System on new psychoactive substances. During all this time, 925 new drugs have been notified for the first time in the EU and 37 of them have been risk assessed, of which 29 have been subject to control measures across the EU, and 28 internationally.

Despite a shortage of resources, working closely with SICAD, Portugal's national focal point (NFP), and our networks of experts we transformed Lisbon Addictions into the biggest-ever European conference on addictions. In October 2022 this scientific event of global dimensions gathered more than 1 700 participants from 83 countries to discover, listen, debate and learn from 900 presentations, posters and virtual communications.

We also successfully completed two important technical cooperation projects with third countries, namely the Instrument for Pre-accession Assistance (IPA7), for candidates and potential candidates to the EC, and EU4Monitoring Drugs (EU4MD), for neighbouring countries. Continuations of these projects were awarded by the European Commission to the EMCDDA and will start to be implemented in 2023 in parallel with the ongoing projects EMCDDA4GE (Georgia) and COPOLAD III (Cooperation Programme between Latin America, the Caribbean and the European Union on Drugs Policies).

At organisational level, we moved from a COVID-19 crisis management mode to a chronic COVID-19 pandemic mode. While the EMCDDA, like many other organisations around the world, managed to adjust to this new working mode, the pandemic still took its toll on our staff members, adding to the challenges we faced during the year.

The long-lasting consequences of the pandemic were unfortunately further amplified by the unprecedented political and economic instability triggered by the war in Ukraine. While the agency acted quickly to provide targeted services (for example, a trendspotting study on the initial drug service response to the needs of displaced Ukrainians), the disruption caused by the war had a high impact on the work of the agency, by exacerbating the existing resource constraints.

Despite the challenges, this year we have again continued to deliver results, innovate, prepare for the future with the new business model, and invest time and energy in preparing for the implementation of the future new mandate. We have also maintained a very high level of performance from a programme implementation and budgetary execution perspective, without a single comment or observation from the European Court of Auditors.

At the end of this exceptionally demanding year, which was nevertheless full of achievements, when the EMCDDA started preparing for its new future, we thank our partners, in particular the Reitox network of NFPs, for their critical support of our work. We know that we can count on their commitment for the future mandate of the agency, in which they will have an increasingly important role to play.

Our special thanks also go to the EMCDDA Scientific Committee and to the members of our Management Board for their guidance, which has been paramount to our success.

As ever, we express our gratitude to our staff, whose enthusiasm, hard work and capacity to innovate are a source of motivation and an inspiration to us all.

We invite you to read the EMCDDA *General Report of Activities 2022*, an exceptional year in review.

List of acronyms and abbreviations

3-CMC	3-chloromethcathinone
3-MMC	3-methylmethcathinone
ABAC	electronic management and accounting system
CADAP	Central Asian Drug Action Programme
CEPOL	European Union Agency for Law Enforcement Training
CICAD	Inter-American Drug Abuse Control Commission
CND	United Nations Commission on Narcotic Drugs
COPOLAD	Cooperation Programme between Latin America, the Caribbean and the European Union on Drugs Policies
COSI	Standing Committee on Operational Cooperation on Internal Security
DG	Directorate-General
DRD	drug-related deaths and mortality (EMCDDA indicator)
DRID	drug-related infectious diseases (EMCDDA indicator)
ECA	European Court of Auditors
ECDC	European Centre for Disease Prevention and Control
ECDD	Expert Committee on Drug Dependence (World Health Organization)
ECHA	European Chemicals Agency
ECID	Extranets, Collaboration, Intranet and Document Management
EDND	European Database on New Drugs
EDR	European Drug Report
EFSA	European Food Safety Authority
EMA	European Medicines Agency
EMAS	Eco-Management and Audit Scheme
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMCDDA4GE	EMCDDA for Georgia project
EMPACT	European Multidisciplinary Platform Against Criminal Threats
EMSA	European Maritime Safety Agency
ENP	European Neighbourhood Policy
ERISSP	European Reporting Instrument on Sites related to Synthetic Production
ESCAPE	European Syringe Collection and Analysis Project Enterprise
ESPAD	European School Survey Project on Alcohol and Other Drugs
EU	European Union
EU4MD	EU4Monitoring Drugs
EU-ANSA	EU Agencies Network on Scientific Advice
EUPC	European Prevention Curriculum
Euro-DEN Plus	European Drug Emergencies Network
EWS	Early Warning System
FIIAPP	Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (International Ibero-American Foundation for Public Policies and Administration)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GPS	prevalence and patterns of drug use among the general population (EMCDDA indicator)
HDG	Horizontal Drugs Group
HFP	Heads of national focal points
HR	human resources
IAS	Internal Audit Service
ICF	Internal Control Framework
ICS	Internal Control Standards
ICT	information and communication technology
IILA	Italo-Latin American International Organization
IPA	Instrument for Pre-accession Assistance
JHA	Justice and Home Affairs
JRC	Joint Research Centre
KPI	Key Performance Indicator
LAC	Latin American and Caribbean
LIBE	European Parliament Committee on Civil Liberties, Justice and Home Affairs
MoU	Memorandum of Understanding
NDO	national drug observatory
NFP	national focal point
NPS	new psychoactive substances
OAP	operational action plan
OLAF	European Anti-Fraud Office

OSI	open-source information
PDU	problem drug use (EMCDDA indicator)
PLATO	Practice Training Platform
RDF	Reitox Development Framework
Reitox	Réseau Européen d'Information sur les Drogues et les Toxicomanies (European information network on drugs and drug addiction)
RTX	Reitox and external partners
SCORE	Sewage Analysis CORe group Europe
SICAD	Serviço de Intervenção em Comportamentos Aditivos e Dependências (Portuguese General Directorate for Intervention on Addictive Behaviours and Dependencies)
SLA	service-level agreement
SMART	Synthetics Monitoring: Analyses, Reporting and Trends
SPD	Single programming document
TDI	treatment demand indicator (EMCDDA indicator)
TEDI	Trans European Drug Information
TOT	Training of Trainers
UN	United Nations
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organization

Mission statement

Independent, science-based information is a vital resource to help Europe understand the nature of its drug problems and better respond to them. It was based on this premise, and in the face of an escalating drugs phenomenon, that the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) was established in 1993. Inaugurated in Lisbon in 1995, it is one of the EU's decentralised agencies.

Building on the EMCDDA's founding regulation (Regulation (EC) No 1920/2006) as amended (Regulation (EU) 2017/2101 as regards information exchange on, and an early warning system and risk assessment procedure for, new psychoactive substances (NPS)), the *EMCDDA Strategy 2025* defines the agency's current mission and vision statements.

Mission

The EMCDDA exists to support evidence-based decisions and actions at EU and national levels by providing factual, objective, reliable and comparable information concerning drugs and drug addiction, and their consequences. The EMCDDA's mission is therefore grounded in the consensus that sound information is a prerequisite for developing effective policies in the drugs area.

Vision

The EMCDDA's vision is a healthier and a more secure Europe, achieved through better-informed drug policy and action.

To do this effectively, the agency must constantly strive to respond to the needs of its primary customers, who can be defined as:

- EU institutions;
- national decision-makers/policymakers;
- professionals working in the drugs field.

Beyond meeting the information needs of primary customers, to address its mandate the EMCDDA also needs to engage with other stakeholders, including academic institutions and researchers; the general public, civil society and those affected by drug problems; and international organisations and third countries.

Values

The EMCDDA is committed to the EU and its values. Beyond these, the agency has identified its own set of core values to inform all aspects of its work, inspire staff in their professional performance, inform future organisational policies and guide the agency's interactions with stakeholders and partners.

The EMCDDA's four core values are:

- scientific excellence;
- integrity and impartiality;
- customer focus and service orientation;
- efficiency and sustainability.

Management Board's analysis and assessment

The EMCDDA Management Board has analysed and assessed the Authorising Officer's (Director's) *General Report of Activities* for the financial year 2022.

The Management Board appreciates the performance of the EMCDDA in producing timely and high-quality information, together with strategic and situational analyses and threat assessments, to inform policy and practice, despite the ongoing COVID-19 pandemic. As a consequence of the war in Ukraine, which started on 24 February 2022, the EMCDDA took the initiative to analyse service responsiveness and preparedness in addressing drug-related needs of displaced Ukrainians in EU countries bordering Ukraine.

The Management Board was updated on the negotiations concerning the European Commission proposal for a new Regulation on the EU Drugs Agency, and in December 2022 endorsed the EMCDDA implementation plan for the entry into force of the expected new regulation.

The agency continued to show operational efficiency with an agile implementation of the 2022 work programme, and once again achieved an outstanding budget execution, with almost 100 % of commitment appropriations executed.

In conclusion, the Management Board welcomes the 2022 *General Report of Activities*, which provides an excellent overview of the agency's achievements as set out in the work programme, and shows a very good level of performance.

Executive summary

This report presents the implementation of the activities of the EMCDDA's work programme for 2022, the first year of the multiannual Single programming document (SPD) 2022-2024. The report mirrors the work programme for 2022, which, in line with the *EMCDDA Strategy 2025*, presents the activities of the EMCDDA within the three main areas of work: health, security and business drivers.

While the EMCDDA has clear objectives and priorities in each area, it is important to note that the multifaceted nature of the drugs problem means that these areas are interlinked and complementary. Therefore, for the purpose of this executive summary, a section that includes transversal work is presented first.

Transversal work: health and security

In 2022 the EMCDDA continued to produce timely and high-quality information, together with strategic and situational analyses and threat assessments, to inform policy and practice. The agency's most tangible outputs are its publications, some of which are produced in cooperation with partners. In that regard, 66 scientific and institutional publications were produced in 2022. The EMCDDA also authored or co-authored 16 scientific articles and book chapters that were published in prestigious journals and publications, enhancing the agency's scientific reputation.

One of the key resources was the *European Drug Report 2022* (EDR), the EMCDDA's yearly flagship publication. The official launch of the report took place virtually between Brussels, Vienna and Lisbon, with a panel comprising Ylva Johansson, European Commissioner for Home Affairs; Franz Pietsch, Chair of the EMCDDA Management Board; and Alexis Goosdeel, EMCDDA Director. Accompanying the report was the *Statistical Bulletin 2022*, containing the European dataset underpinning the analysis. Also published on the day was an update from the EU Early Warning System on new psychoactive substances (EU EWS on NPS) as it celebrated its 25th anniversary.

Participation in drug-related events and in training and capacity building are complementary means for the EMCDDA to disseminate information, analysis and knowledge. In 2022 almost 950 professionals working in the drugs field, including law enforcement officers and policymakers in the EU and beyond, were trained. In addition, around 1 200 professionals working in the drugs field all over the world attended the seven webinars that were organised by the EMCDDA during the year.

In terms of knowledge sharing, 2022 also saw the largest scientific event dedicated to addictions — the fourth European Conference on Addictive Behaviours and Dependencies: Lisbon Addictions 2022 — which was jointly organised by the EMCDDA and its partners. Under the overarching theme of 'Global Addictions', the event brought together a record number of 1 757 participants from 84 countries; 47 EMCDDA staff participated in the conference and delivered 38 presentations or other contributions.

Specific highlights from the EMCDDA's work within the three main areas — health, security and business drivers — are presented below, and details can be found in the later sections of the report and in the annexes.

Health area

Through its *EMCDDA Strategy 2025*, the agency is committed to contributing to a healthier Europe by addressing important drug-related public health concerns. Key priorities are to contribute to the reduction of drug-related deaths; to promote hepatitis C testing and treatment among people who inject drugs; and to promote the implementation of evidence-based prevention interventions.

In this regard, 2022 saw the release of seven miniguides and three spotlights under the EMCDDA flagship report *Health and social responses to drug problems: a European guide* (also referred to as the *European Responses Guide*), the first modules of which were launched in 2021. In a fully digital format, the guide examines some of the key public health challenges in the drugs field today and offers timely and practical advice to practitioners and policymakers for designing, targeting and implementing effective responses. The

miniguides that were released in 2022 cover responses to drugs in recreational settings, local communities, schools and prisons, as well as responding to the needs of families and homeless populations. Additional spotlights were published on drug consumption rooms, drug checking and e-health interventions. Other miniguides were in preparation in 2022, for release in 2023.

Additional resources were launched during the year in all the public health areas covered by the agency. One example in the area of drug-related deaths is the updated online resource pages with information on the situation at a European and national level.

In the other priority area of prevention, the European Prevention Curriculum (EUPC) continued to roll out the 'training of trainers' programme. The EUPC is hosted on PLATO, a new multilingual integrated platform designed to facilitate e-learning and exchange through a virtual community of practice, whose official launch took place on International Day of Education (24 January). The e-learning platform will enable faster, broader and virtual access to scientific content on prevention.

In the area of NPS, the EMCDDA continued to implement the EU EWS in collaboration with its EU partners. This was an important year for the EU EWS, as in June 2022 it celebrated its 25th anniversary. A series of new resources were launched to mark this milestone, including *New psychoactive substances: 25 years of early warning and response in Europe — An update from the EU Early Warning System.*

The EWS was formally notified for the first time of 41 NPS during the year, bringing the total number of NPS currently monitored to around 920. Two NPS that had been risk assessed by the EMCDDA in 2021 (3-chloromethcathinone (3-CMC) and 3-methylmethcathinone (3-MMC)) were included in the definition of 'drug' by a European Commission delegated directive in 2022.

As well as contributing to the new EU Drugs Strategy and Action Plan 2021-2025, many of the agency's efforts in the policy area have continued to focus on following up on the developments in the evolving cannabis market, to promptly inform the EU policy debate. To that end, throughout the year the EMCDDA provided regular support and information on cannabis policies to national policymakers and coordinated preparatory scientific reviews of cannabis-related harm, treatment and harm-reduction practices. Among other activities, the agency participated in the high-level ministerial consultation in Luxembourg on the legal regulation of cannabis for non-medical, non-scientific use, and hosted an expert meeting on cannabis policy evaluation, as well as two workshops on cannabis policy preparedness and cannabis policy monitoring and evaluation in the framework of the Lisbon Addictions conference.

Briefing notes were produced for the EU Presidency, the members of the Horizontal Drugs Group (HDG) and the European Commission on topics such as the drug situation in Ukraine, the impact of the war in Ukraine on access to and use of drug-related health services by individuals displaced from Ukraine to EU countries, and the Western Balkans.

The information and analysis provided by the EMCDDA in the health area were supported by the ongoing underlying monitoring work carried out by the agency throughout the year. The core monitoring activity (based on the five EMCDDA key epidemiological indicators) was further strengthened, with a significant contribution from the Reitox network of NFPs, the agency's main data providers in the Member States.

New data sources also continued to be developed and implemented, providing timely and complementary data on drug use in Europe. The EMCDDA continued to enhance its collaboration with innovative initiatives, such as on wastewater analysis, web surveys, hospital emergencies, drug checking and syringe analysis. Data collected from the agency's collaboration with these initiatives fed into many of the EMCDDA analyses that were produced and published during the year. For example, a set of papers was released throughout the second half of 2022 (Insights), to explore the future of web surveys in drug data collection and their role in filling in research gaps in the drugs field.

One of the most critical emergencies occurring in Europe was the war in Ukraine, which followed the invasion of this country by Russia. Among other effects, the war caused the displacement of millions of people who were forced to flee their country. The EMCDDA launched a series of resources, including a new rapid mixed-method trendspotter study to assess the initial service response to the needs of displaced Ukrainians in neighbouring EU countries.

Security area

Much of the work in 2022 was dedicated to the preparation, in close collaboration with Europol, of the fourth edition of the joint *EU Drug Markets: In-depth analysis*. Unlike in previous years, in this edition the findings are presented in a series of modules, each focusing on the market for a particular drug. These offer a comprehensive range of interactive graphics as well as the all-important source data underpinning the analysis. The first two modules of the report, on cocaine and methamphetamine, were launched at a press conference in Brussels on 6 May 2022 by Alexis Goosdeel, EMCDDA Director, and Catherine De Bolle, Europol Executive Director. These will be followed by new modules, which were in preparation in 2022, for release in 2023.

To support the comprehensive analytical effort in the security area, work continued in 2022 on improving the quality and availability of core supply data, in close collaboration with the Reitox NFPs and with our EU partner Europol. In terms of new sources of data and innovative monitoring approaches, the EMCDDA further developed its capacity for open-source information (OSI) and darknet monitoring.

In the policy area, much of the work of the agency was carried out to ensure its contribution to the European Multidisciplinary Platform Against Criminal Threats (EMPACT) operational action plans (OAPs) of the EU policy cycle on organised and serious international crime. The agency implemented all its tasks under the 2022 OAP on Cannabis, cocaine and heroin and the OAP on Synthetic drugs and NPS, and further contributed to the planning and drafting of the respective OAPs for 2023.

The EMCDDA delivered drug-related training activities for some 609 law enforcement professionals from the EU and technical cooperation project partners, alongside the European Union Agency for Law Enforcement Training (CEPOL).

Contribution to policy also involved technical input and advice provided throughout the year, on request, to EU institutions, including via briefing notes on emerging international drug issues.

Business drivers

Institutional and strategic developments

The most significant development in this area was the launch of the EU ordinary legislative procedure for the adoption of a new, broader mandate for the EMCDDA, further to the proposal put forward by the European Commission on 12 January. An implementation plan was prepared and submitted to the EMCDDA Management Board for endorsement in December. The document will guide the preparatory work of the agency in 2023-2024 and its first activities under the new regulation, the adoption of which at EU level will take place in 2023, for application from 2024.

Communication and service delivery to meet evolving EMCDDA customer needs

In 2022 the transformation in this area continued along the core principles of customer centricity and the digital-first approach for our services and products. Much of the work in this area during the year was dedicated to ensuring that timely products and services were provided to EMCDDA customers, often in a redesigned format and via digital channels. These efforts were accompanied by activities to enhance engagement with the agency's audiences, mainly via online communication channels. The results of this collective effort were notable. Among other achievements, the EMCDDA website, the main dissemination channel of the agency, reached a record number of 2.6 million unique visitors, almost 50 % up from 2021. We also saw the continuation of the upward trend in the number of social media followers, with double-digit percentage increases (as compared with the figures for 2021) for two key social media channels, namely LinkedIn (+57 %) and Instagram (+37 %). Some 413 media requests were also serviced in the course of the year, an average of 2.3 requests per working day. This is more than 50 % above the number of requests serviced in 2021 (273 requests).

Working in partnership

In fulfilling its tasks, the agency relies on a large number of partners, in particular the Reitox network of NFPs, which plays a critical role in sustaining the EU core monitoring system. In 2022 the NFPs continued to implement the second *Reitox Development Framework Roadmap* (2021-2025). After two years of the COVID-19 pandemic, the network met again in person, at the EMCDDA in Lisbon, for the two meetings of the Heads of NFPs, including the Extended Reitox network meeting. The NFPs' role in and contribution to the future EMCDDA mandate was among the key topics discussed. A new web page presenting the highlights of the work of the NFPs, in the form of an interactive map, was also launched during the year.

In performing its work and achieving its objectives, the EMCDDA relies on its other EU and international partners. Together with the eight other EU agencies that are members of the Justice and Home Affairs (JHA) agencies' network, the EMCDDA signed a joint statement in support of the work of the EU institutions and Member States to help Ukraine and its people, following the invasion of Ukraine by Russia.

The EMCDDA was also an active member of several of the sub-networks of the EU Agencies Network. For example, the agency led the Futures cluster of the EU Agencies Network on Scientific Advice (EU-ANSA), which brings together agencies that are conducting foresight activities in their respective areas of competence. *How to run a trends workshop — An EMCDDA foresight toolkit for the drugs field* was released to support the EMCDDA's stakeholders, other actors and researchers in the drugs field to implement their own foresight exercise in the form of an introductory trend-based workshop.

In terms of international organisations, the EMCDDA has continued to enhance its collaboration with the United Nations (UN) system, as well as with other key partners such as the Inter-American Drug Abuse Control Commission (CICAD) and the Pompidou Group of the Council of Europe, with which an agreement was signed in December on new areas of cooperation in the framework of the Memorandum of Understanding that was concluded in 2010.

Regarding cooperation with third countries, the agency continued to cooperate with candidates and potential candidates to the EU, under the Instrument for Pre-accession Assistance technical cooperation (IPA7), and with European Neighbourhood Policy (ENP) partner countries, under the project EU4Monitoring Drugs (EU4MD). Both projects were successfully completed in 2022 and the results were celebrated at a joint final conference that took place in Lisbon in November. These included the release of strategic overviews on drug markets in the ENP South and East countries and a report on drug-related health and security threats in the Western Balkans.

Cooperation with these partners will be continued in 2023 under the new projects IPA8 and EU4MD II, which are set to run until 2026 and 2027, respectively.

In 2022 the EMCDDA also entered the second year of implementation of the bilateral project with Georgia — EMCDDA4GE — and became an official partner of COPOLAD III (Cooperation Programme between Latin America, the Caribbean and the European Union on Drugs Policies), a programme promoting dialogue and bi-regional cooperation on drug policy between the EU and Latin American and Caribbean (LAC) countries.

Corporate performance

Despite the ongoing COVID-19 pandemic, the unstable political and economic environment triggered by both the pandemic and the war in Ukraine, and significant resources constraints, the EMCDDA managed to achieve a very good level of performance (see Annex Ib).

However, a few activities could not be fully implemented, or had to be cancelled or postponed, due to a lack of resources, to specific implementation conditions, or to factors external to the EMCDDA (see Annex Ia).

In terms of the budget execution, once again the agency reached an outstanding level, with almost 100 % of commitment appropriations executed.

PART I
Report of activities: key achievements of the year

Main area 1: Health

Core monitoring

The annual core data-collection and management activities are key tasks set up in the EMCDDA's founding regulation. These are implemented every year in close collaboration with the agency's main data providers, namely the Reitox network of NFPs in the EU Member States, Norway and Türkiye.

Revolutionary changes, both in the extent and nature of the drugs problem and in the world in which we live, have called for constant reflection, innovation and agility to keep pace with new developments and to rethink existing routines. This is why, in its response to a fast-moving drugs problem, the EMCDDA adopts a multi-indicator approach to monitoring.

Central to this core monitoring activity are the five key epidemiological indicators:

- GPS describes the prevalence and patterns of drug use among the general population;
- PDU focuses on the prevalence and patterns of high-risk drug use;
- TDI is the treatment demand indicator;
- DRD describes drug-related deaths and mortality among drug users;
- DRID describes drug-related infectious diseases.

Monitoring the prevalence and patterns of drug use plays a vital role in our understanding of the drug situation in Europe. Existing national data-collection tools and networks have been enhanced and supported throughout the year. Annual expert meetings for each indicator were organised and analytical work was further developed. Data were analysed for each indicator to inform key EMCDDA outputs, in particular the *European Drug Report 2022* (EDR) package.

Drug use is a major cause of harm and premature deaths among European adults. Many drug-related deaths are a direct result of a drug overdose. In August 2022 the EMCDDA released a video on the importance of data on this topic entitled 'Drug-related deaths: why data matter to save lives', along with updated online resources and interactive data visualisation on the drug-related death situation at European and national levels.

FIGURE 1. **Drug-related deaths video screenshot**

The ongoing COVID-19 pandemic had a profound impact on the lives of high-risk drug users and on the services responding to their needs. To respond to information needs during the ongoing public health emergency, in 2022 the EMCDDA also continued to work on resources for the sharing of information with relevant stakeholders. For example, in the framework of the new EDR 2022, the EMCDDA highlighted the rapid bounce back of drug supply and use following COVID-19 disruptions.

European Drug Report 2022: in the spotlight

On 14 June the EMCDDA published its *European Drug Report 2022: Trends and Developments*, the latest annual review of the drug situation in Europe. Based on data from 29 countries (EU 27, Türkiye and Norway), the EDR delivered the latest overview of the drug situation in Europe up to 2022, exploring long-term trends and emerging threats.

Available in 25 languages, the publication is an essential resource for developing evidence-based policies and services. Accompanying the report is the *Statistical Bulletin 2022*, containing the European dataset underpinning the analysis. Also published on the day was an update from the EU Early Warning System on new psychoactive substances (EU EWS on NPS) as it celebrated its 25th anniversary (see section 'Responding to new psychoactive substances' for more details).

The official launch of the EDR 2022 took place virtually between Brussels, Vienna and Lisbon, with a panel comprising European Commissioner for Home Affairs Ylva Johansson; Chair of the EMCDDA Management Board Franz Pietsch; and EMCDDA Director Alexis Goosdeel (see Figure 2).

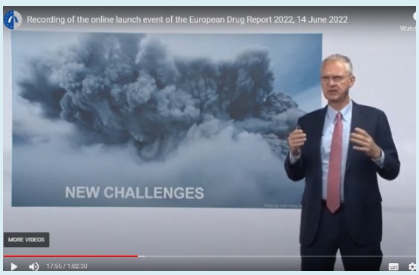
All elements of the report as well as speeches and press material are available online.

FIGURE 2. **Video screenshots and quotes on the occasion of the EDR launch: EU Commissioner for Home Affairs Ylva Johansson; Chair of the EMCDDA Management Board Franz Pietsch; and EMCDDA Director, Alexis Goosdeel**

'This year's European Drug Report *shows that drug use rarely comes alone. It comes with mental health problems, with homelessness, with youth crime, and vulnerable people suffer the most. Social policies, health policies must go hand in hand with security policies.'*

'This flagship publication is an essential resource for gaining a strategic and holistic understanding of the European drug situation and its implications for public health and security.

'The added value of the EMCDDA lies in its ability to help European and national policymakers and professionals in the drugs field to tackle the causes and consequences of drug use.'



'The take-home message from this report can be summarised in three words: Everywhere, Everything, Everyone. Established drugs have never been so accessible and potent new substances continue to emerge. Today, almost anything with psychoactive properties can be a drug, as the lines blur between licit and illicit substances. And everyone can be affected, whether directly or indirectly, as drug problems exacerbate most of the other important health and social challenges we face today. This report arrives at a time when major global events are touching upon all areas of our lives. Through its analysis of current trends and emerging threats, the report explores how these developments may influence drug problems in Europe in the future. I firmly believe that we can only address the complex policy issues in the drugs field if we base our responses on a balanced and evidence-based understanding of the problem.'

The EMCDDA and the European School Survey Project on Alcohol and Other Drugs (ESPAD) have been working together since 1995, with a formal cooperation framework signed in 2008. ESPAD, the largest cross-national research project on adolescent substance use in the world, brings together independent research teams from over 40 European countries. In May 2022 the project launched a new data explorer tool, allowing access to over 20 years of ESPAD data on substance use among 15-16-year-old students. The new tool was showcased in the framework of an EMCDDA webinar (see Figure 7 for details).

New trends and health threats

To improve the timeliness of reporting, it is crucial that new and flexible monitoring tools complement the EMCDDA's core monitoring system.

Work in this area included further development of the EMCDDA's web survey activities and strengthening of the relationships between the EMCDDA and networks of data-generating experts, such as the Sewage analysis CORe group Europe (SCORE) for the analysis of wastewater; the European Drug Emergencies Network (Euro-DEN Plus), a network of emergency rooms; the Trans European Drug Information (TEDI) project, which is engaged in the forensic analysis of drug samples; and the European Syringe Collection and Analysis Project (ESCAPE), which focuses on syringe residue analysis.

The EMCDDA also carried out developmental work on assessing the utility of incorporating new sources and approaches into the epidemiological toolkit, including hair analysis as an adjunct to surveys, as well as data collection from networks of forensic toxicologists and harm-reduction services, including drug consumption facilities.

Monitoring drug use in the digital age (web surveys): in the spotlight

The online space has become increasingly relevant in identifying trends in illicit drug supply and demand. With increased internet activity globally, drug-related social interactions and purchases have also partially moved online. Against this backdrop, web surveys have become a key element in a range of tools used to monitor the drug phenomenon.

The EMCDDA explored the future of web surveys in drug data collection and their 'great promise' in filling research gaps in the drugs field in a set of papers released throughout the second half of 2022 (Insights).

This set of papers aims to demonstrate the significant role that web surveys can play in drug data collection. Contributions from a diverse range of experts who have conducted web surveys at local, national and international levels show the breadth of such surveys currently in use in Europe and globally.

In addition, the EMCDDA released the latest survey results in January. The survey collected data between March and April 2021 from people who use drugs, aged 18 or older, living in 21 EU and nine non-EU countries. Close to 50 000 adults (48 469) responded to the survey from 21 EU Member States and Switzerland.

For the first time, three countries of the European Neighbourhood Policy (ENP) area — Georgia, Lebanon and Ukraine — implemented the European Web Survey on Drugs during a pilot phase. The surveys in these three countries are supported by the EU4Monitoring Drugs (EU4MD) project. The IPA7 project supported the implementation of the European Web Survey on Drugs in the Western Balkan region (see also 'Business driver 2: Partnership').

All data can be found on the topic page on web surveys.

In July 2022 the EMCDDA released a new rapid mixed-method trendspotter study to assess the initial service response to the needs of displaced Ukrainians in neighbouring EU countries (also available in Ukrainian). The study identifies factors that may help EU countries to be better prepared for possible future needs in this area, either associated with further population displacement or more generally because of the vulnerabilities of those who have experienced displacement. In addition, the agency launched EMCDDA 4 Ukraine, a health preparedness hub of resources and information on drug-related health services for health professionals who provide services for people displaced from Ukraine to the EU or other European Neighbourhood Area countries and Ukrainians who are internally displaced. The web hub is available in English and Ukrainian. Other critical public health issues have been explored through a mixed-method analysis of the interlink between drug use and psychiatric co-morbidity, and through an enhanced analysis of gender, drug use and harm, and responses.

The latest findings from the largest European project in the science of wastewater analysis were revealed in March and published by the Europe-wide SCORE group, in association with the EMCDDA. The project analysed wastewater in 75 European cities in 25 countries (23 in the EU, Türkiye and Norway) to explore the drug-taking behaviours of their inhabitants.

Data from hospital emergency departments show that every year in Europe, thousands of individuals experience drug-related toxicity that results in emergency presentation to hospital. In January the EMCDDA organised a workshop of Euro-DEN Plus together with the IPA7 and EU4MD projects. The meeting aimed to discuss data collection on drug-related emergencies in sentinel hospitals in the Western Balkans and countries of the ENP area and was attended by clinicians from 10 countries.

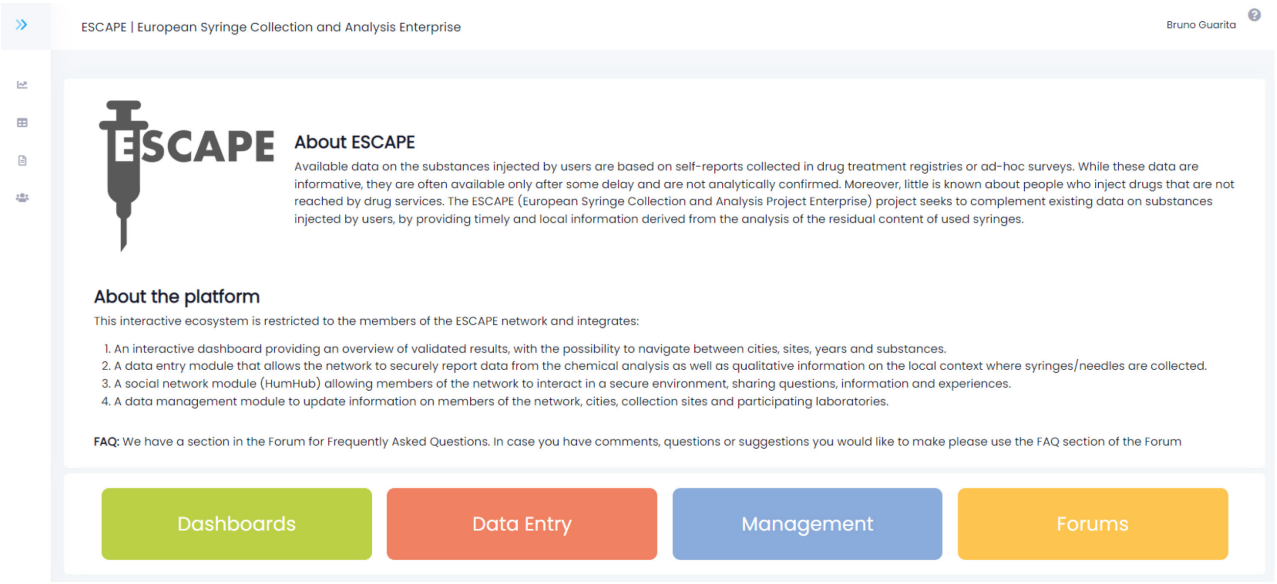
The TEDI project is a network of European fieldwork drug checking services that share their expertise and data with the EMCDDA. The latest data received from the network were integrated in the EDR and in addition, a spotlight on drug checking was released in March as one of a set in the framework of the *European Responses Guide* (see Figure 5).

Another innovative approach being trialled by the agency is hair drug testing, which can detect illicit drugs and their breakdown products (metabolites) in hair. In a pilot project involving partners in Italy and Portugal, the EMCDDA is testing this method alongside a web-based drug use survey.

Data from a study on the analysis of drug residues in used syringes collected in needle and syringe exchange programmes (ESCAPE) were made available for the first time in 2022 on a digital platform.

This interactive ecosystem can be used by members of the network to collect and visualise data and as a communication tool. The piloting of such platforms also started for other networks.

FIGURE 3. **Interactive ESCAPE data platform**



Responding to new psychoactive substances: EU Early Warning System and risk assessment

In 2022 the EMCDDA continued to ensure the robust implementation of the EU EWS on NPS, under the EU legislative framework on NPS ([1]), and in close collaboration with its partners in the Member States (the Reitox network of EWS correspondents), Europol, the European Medicines Agency (EMA) and partner EU agencies (the European Centre for Disease Prevention and Control (ECDC), the European Chemicals Agency (ECHA) and the European Food Safety Authority (EFSA)).

The signals of serious harms, reported by the network and detected through the toxicovigilance and open-source information (OSI) monitoring systems, continued to be validated, analysed, prioritised and assessed through the signal management system, leading to informed recommendations for action. One of the key outputs from the EWS included risk communications issued to the EWS network, namely rapid formal notifications of the first detection in Europe of new substances, public health alerts on NPS and controlled drugs, the dynamic exchange of forensic and toxicological analytical data, and outputs relating to the implementation of the new NPS legislation.

([1]) From 23 November 2018, Council Decision 2005/387/JHA was replaced by Regulation (EU) 2017/2101 of the European Parliament and of the Council of 15 November 2017 amending Regulation (EC) No 1920/2006 as regards information exchange on, and an early warning system and risk assessment procedure for, new psychoactive substances.

In a nutshell, the EMCDDA's main activities in this area were as follows.

- Case reports on identifications of 41 NPS detected for the first time in the EU were reported in a timely manner to the EU EWS, processed and analysed; literature available for each of these substances was assessed, and available information was appraised prior to issuing the formal notifications to the EU EWS network.
- Around 920 NPS were monitored by the EU EWS, as of the end of 2022.
- Four public-health-related risk communications were issued to the EU EWS network.
- One situation report was issued, providing guidance, highlighting to the network the most relevant findings, and contributing to the strengthening of preparedness and responses to NPS.
- The European Commission adopted measures on 18 March to control two harmful NPS across the EU. The substances — 3-methylmethcathinone (3-MMC) and 3-chloromethcathinone (3-CMC) — were risk assessed by the EMCDDA in November 2021 as part of a three-step legal procedure designed to respond to potentially threatening new drugs available on the market.

Operation of the EU EWS

Network management and the provision of technical assistance on a daily basis to the members of the Reitox EWS network continued to be among the EMCDDA's central activities.

Moreover, 2022 was a very special year for the network, as the EU EWS on NPS celebrated the 25th anniversary of its establishment.

In that regard, the focus of the 22nd annual meeting of the Reitox EWS network, which took place on 7-8 June in Lisbon, ahead of the anniversary on 16 June, was '25 years of early warning and response to new psychoactive substances in Europe: past, present, future'. The meeting brought together participants from across Europe, including delegates from national early warning systems (EU 27, Türkiye and Norway), as well as from Europol, the European Commission, the EMCDDA and other bodies. Experts from the World Health Organization (WHO) and the United Nations Office on Drugs and Crime (UNODC) provided an international perspective.

All the presentations given at this meeting and the minutes of the proceedings were published in the European Database on New Drugs.

Participants in the 22nd annual EU EWS meeting on 7-8 June, Lisbon.

25 years of the EU EWS on NPS: in the spotlight

On 16 June 2022 it was 25 years since legislation was adopted in the EU allowing it to rapidly react to threats caused by NPS (Council of the European Union, 1997). The EU EWS was then the first regional early warning system to be established to monitor NPS. As these substances have spread around the world, the European system has been recognised as a model for national, regional and international early warning systems.

In 2018 new legislation entered into force to strengthen the EWS and enable a faster response to NPS (Regulation (EU) 2017/2101 and Directive (EU) 2017/2103). Working arrangements with five EU agencies — ECDC, EMA, Europol, ECHA, EFSA — were subsequently signed.

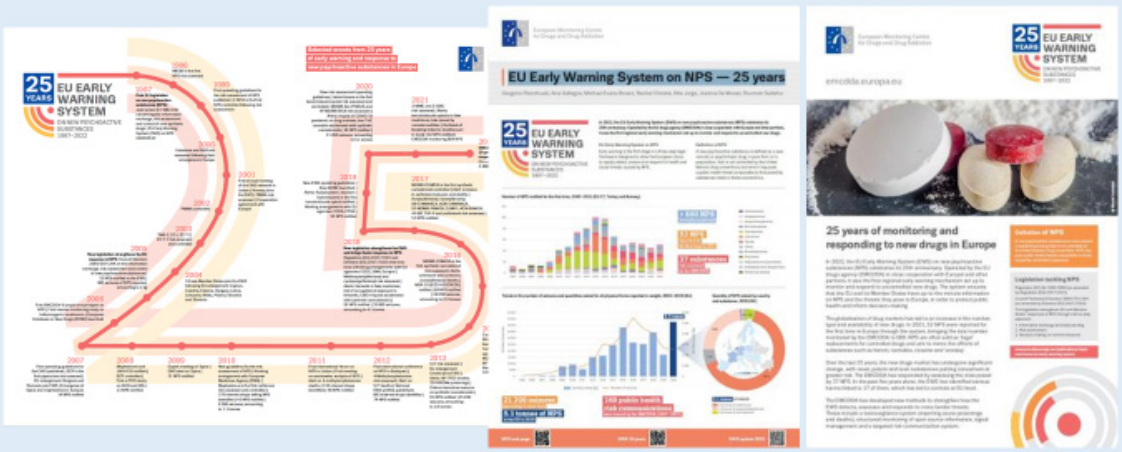
Key facts and figures on early warning and risk assessment activities 1997-2022:

- 925 NPS were formally notified for the first time;
- 172 public health risk communications were issued by the EMCDDA to the EWS network;
- 37 substances were risk assessed by the EMCDDA;
- 29 substances were brought under EU control; 28 of these substances were subsequently controlled internationally.

As the data show, over the last 25 years, the NPS phenomenon has changed beyond recognition in Europe. Thanks to the foresight and timely actions of policy- and decision-makers, as well as a multidisciplinary group of practitioners, Europe has been well prepared and able to rapidly respond to protect public health.

Despite this, NPS remain an intractable policy issue and a threat to public health in their own right. Currently, the NPS market is characterised by complexity and increased integration with the market for established controlled drugs. The market continues to grow, is resilient and highly dynamic, and rapidly adapts in response to attempts to disrupt it.

To mark the 25th anniversary of the EU EWS on NPS, the EMCDDA launched a dedicated, content-rich web page, '25 years of early warning and response to new psychoactive substances in Europe'. It includes a timeline, a brochure and a poster, in addition to several infographics and two new reports.



At the launch of the *European Drug Report 2022* on 14 June, speaking about the importance of the EU EWS, the EU Commissioner for Home Affairs, Ylva Johansson, noted:

'We are presenting this year's European Drug Report *at a time when we are celebrating 25 years of the EU Early Warning System: 25 years of alerting Europe to the dangers of new psychoactive substances, of new drugs. In those 25 years, the drugs agency has warned policymakers of ever more novel, ever more potent and ever more toxic drugs.'*

FIGURE 4. **Video screenshot of EU Commissioner for Home Affairs Ylva Johansson**

Support to situational awareness, preparedness and responses

Reflecting the world-leading expertise of the EMCDDA and its role in the NPS area, particularly in relation to early warning, the agency provided high-quality technical input to almost 100 requests, including those from the European Commission, the Council, the Parliament and international organisations.

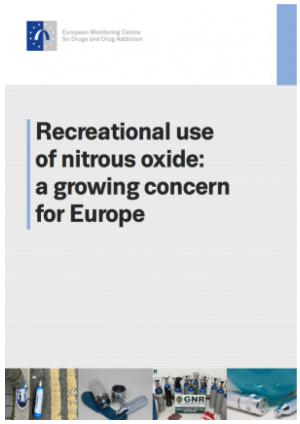
Dissemination of knowledge and expertise on NPS

In 2022 the EMCDDA participated in key scientific events, including conferences organised by forensic science and toxicological networks (such as the European Network of Forensic Science Institutes, the European Association of Poisons Centres and Clinical Toxicologists, the International Alliance of Clinical and Forensic Toxicologists, and the International Association of Forensic Toxicologists). As the EU centre of excellence on drugs, the agency provided keynote presentations and contributed its knowledge to the rich scientific exchange in this area.

On 24-26 October the EMCDDA co-organised the IX International Conference on Novel Psychoactive Substances in Panama City, jointly with the International Society for the Study of Emerging Drugs, the UNODC, the World Anti-Doping Agency, the University of Hertfordshire and the Center for Forensic Science Research and Education. The EMCDDA, as a key member of the Scientific Conference Committee, designed the scientific programme and contributed several keynote presentations.

In the framework of Lisbon Addictions 2022 (see 'Business driver 3: Scientific capacity' for more details on the event), the EMCDDA held the meeting '25 years of early warning and response to new psychoactive substances in Europe: past, present, future' (22 November) and a structured session on the EU EWS on NPS (23 November), both with the participation of key international partners (UNODC, WHO, United States Drug Enforcement Administration and the Center for Forensic Science Research and Education).

The EMCDDA released two new reports during the year. *New psychoactive substances: 25 years of early warning and response in Europe — an update from the EU Early Warning System* was published on 14 June, ahead of the 25th anniversary of the EU EWS. The report, which was released in English and Spanish, is an update from the EU EWS that overviews the NPS situation in Europe in 2020-2021 and highlights emerging threats to support early warning, preparedness planning and response measures. In addition, it reflects on the changes and the lessons learned from 25 years of monitoring NPS in Europe.



The rapid communication 'Recreational use of nitrous oxide — a growing concern for Europe' was published in November. The purpose of this report is to examine the current situation, risks and responses relating to the recreational use of nitrous oxide in Europe. To support this, the report also provides a state-of-the-art review of the chemistry, pharmacology and toxicology of the gas. It is intended for policymakers and practitioners.

A technical expert meeting on HHC — hexahydrocannabinol, a psychoactive cannabinoid that can be synthesised from compounds found in legal hemp plants — and related semi-synthetic cannabinoids took place online on 16 December, for around 150 participants.

Additional work to support the scientific community included the development of a framework for naming synthetic cannabinoids and an analysis of the structural evolution of new synthetic cannabinoids emerging in Europe, with both articles published in the scientific literature.

Work with international organisations and third countries

Reflecting the world-leading expertise of the EMCDDA and its role in the NPS area, particularly in relation to early warning, each year the agency provides information, expertise and advice to the UNODC and the WHO. To that end, periodic submission of data took place in 2022, on behalf of the EU Member States, on NPS formally notified by the EU EWS in 2021 and 2022, and submission of data on all NPS detected in 2021, by country, through annual situation reports.

The EMCDDA also provided the WHO Expert Committee on Drug Dependence (ECDD) with data for the prioritisation process and for the preparation of critical reviews, which informed the discussions held at the 45th ECDD meeting.

The agency's work with EU priority third countries, namely candidate and potential candidates to the EU, continued in 2022 under the framework of the IPA7 project (see 'Business driver 2: Partnership'). In that regard, all 41 formal notifications on NPS detected in Europe were issued in a timely manner to the IPA7 beneficiaries, as required.

An EWS meeting for the ENP countries also took place online on 9 June under the EU4MD project (see 'Business driver 2: Partnership'). The meeting included updates on the EU NPS situation, a roundtable discussion and case studies.

EMCDDA team with staff of the Panamanian National Commission for the Study and Prevention of Drug-Related Crimes, on the margins of the IX International Conference on Novel Psychoactive Substances.

On 25 October an EMCDDA team met with members of the Panamanian National Commission for the Study and Prevention of Drug-Related Crimes in Panama City. The meeting, organised under the COPOLAD III project, focused on the Panamanian early warning system and NPS situation and on strengthening national capacity to detect NPS.

The EMCDDA became an official partner of COPOLAD III in July 2022. Among other activities, the project will help to strengthen the technical capacity and institutional role of national drug observatories (NDOs), including national early warning systems. COPOLAD III promotes dialogue and bi-regional cooperation on drug policy between the EU and Latin American and Caribbean (LAC) countries.

Risk assessments on NPS, and control measures within the EU

No risk assessments on NPS were required in 2022.

Reports on the risk assessments of two NPS — 1-(3-chlorophenyl)-2-(methylamino)propan-1-one (3-chloromethcathinone, 3-CMC) and 2-(methylamino)-1-(3-methylphenyl)propan-1-one (3-methylmethcathinone, 3-MMC) — were prepared in accordance with Article 5c of Regulation (EC) No 1920/2006 (as amended). The two reports present the data and findings of the risk assessments on 3-CMC and 3-MMC, which were carried out by the extended Scientific Committee of the EMCDDA on 18 November 2021.

On the basis of these risk assessment reports, on 18 March the Commission decided that both 3-CMC and 3-MMC should be included in the definition of 'drug' in the Annex to Framework Decision 2004/757/JHA. On 29 July, Commission Delegated Directive (EU) 2022/1326 of 18 March was published in the *Official Journal of the European Union*, controlling 3-MMC and 3-CMC.

The topic overview Risk assessment of new psychoactive substances (NPS) was released in March. The page provides information on the role of the risk assessment in the EU EWS and how it supports decision-making on the need to control NPS at EU level.

Health and social interventions for drug-related problems

The EMCDDA has an important responsibility to act as a catalyst for improving the quality and delivery of responses to reduce the health and social consequences associated with drug use.

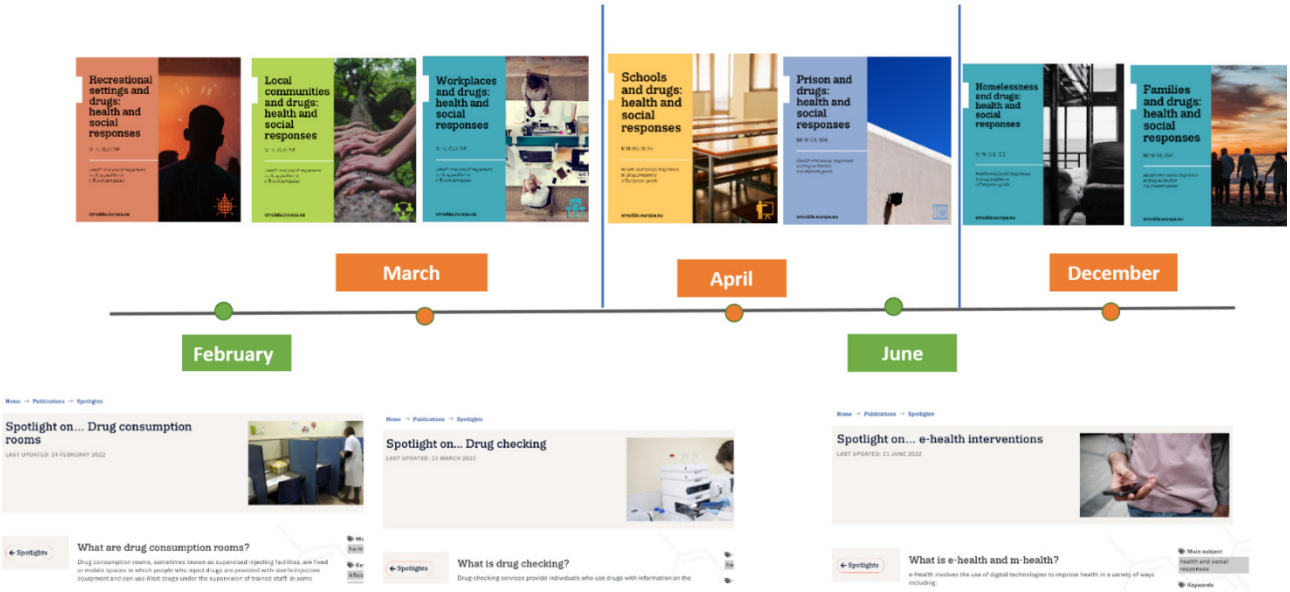
Health and social responses to drug problems: a European guide examines some of the key public health challenges in the drugs field today and offers timely and practical advice to practitioners and policymakers for designing, targeting and implementing effective responses. This guide and the associated package of online materials provide a reference point for planning and delivering health and social responses to drug problems in Europe.

During 2022 the EMCDDA published a set of seven miniguides and three spotlights (see Figure 5). Some miniguides were made topics for webinars during the year (see Figure 7).

Additionally, the miniguides on settings and drugs (local communities, prisons, recreational settings, schools and workplaces) and on opioid-related deaths have been made available in German, French and Spanish.

All miniguides and spotlights published are available online.

FIGURE 5. **Health and social responses to drug problems: 2022 miniguides and spotlights**



Best practice portal

The EMCDDA continues to identify best practices among interventions across the EU and beyond, and the factors determining their effectiveness. The main dissemination channel for this information is the best practice portal. In 2022 existing modules were kept updated regularly.

All the details and up-to-date references can be found in the EMCDDA best practice portal.

Training and capacity building

Another effective means of disseminating best practices is through training activities. Several such events took place during the year, including Reitox academies and other training initiatives.

Examples include the Reitox Baltic Academy on Futures, which took place in Gdansk in September and focused on the concept of foresight and trends analysis. At the event, *A foresight toolkit for the drugs field* (for details, see 'Business driver 2: Partnership' and 'Business driver 3: Scientific capacity') was presented to the participants.

The EMCDDA and the University Institute of Lisbon continued their fruitful 10-year cooperation, thanks to a new Memorandum of Understanding (MoU) signed by the two bodies on 23 June in Lisbon. In 2022 the two bodies offered a European Drugs Winter School and a European Drugs Summer School:

- Winter School: 14-25 February 2022 (online): 26 students of 24 different nationalities participated;
- Summer School: 27 June-8 July 2022 (Lisbon): 49 students of 29 different nationalities participated.

New e-learning platform PLATO: in the spotlight

On International Day of Education (24 January), the EMCDDA launched its new e-learning platform, PLATO. The first e-learning course of 2022 on the new platform, enabling faster, broader and virtual access to scientific content, kicked off in January and was successfully completed by 16 participants after 5 months of interactive training. Another round of the course started in October 2022 and will be completed in 2023.

The platform hosts the European Prevention Curriculum (EUPC), which is designed to train professionals who are involved in shaping prevention decisions, opinions and policies in Europe in the science-based prevention of substance use problems.

Only a few years after the publication of the EUPC manual in 2019, the handbook has been embedded as recommended training curricula in the national drug or funding strategies for various Member States, for example Ireland. A Ukrainian version of the handbook, adapted for the local context, was launched on 1 July in Kyiv (see 'Business driver 2: Partnership')

The EMCDDA has been given the mandate and the authority to implement the EUPC and to assure the qualifications of trainers. During the year various training activities were organised by the agency, such as Training of Trainers (TOT; co-organised as the Reitox regional academy), which took place in Poland (20 participants). Four basic training activities were organised for around 60 participants.

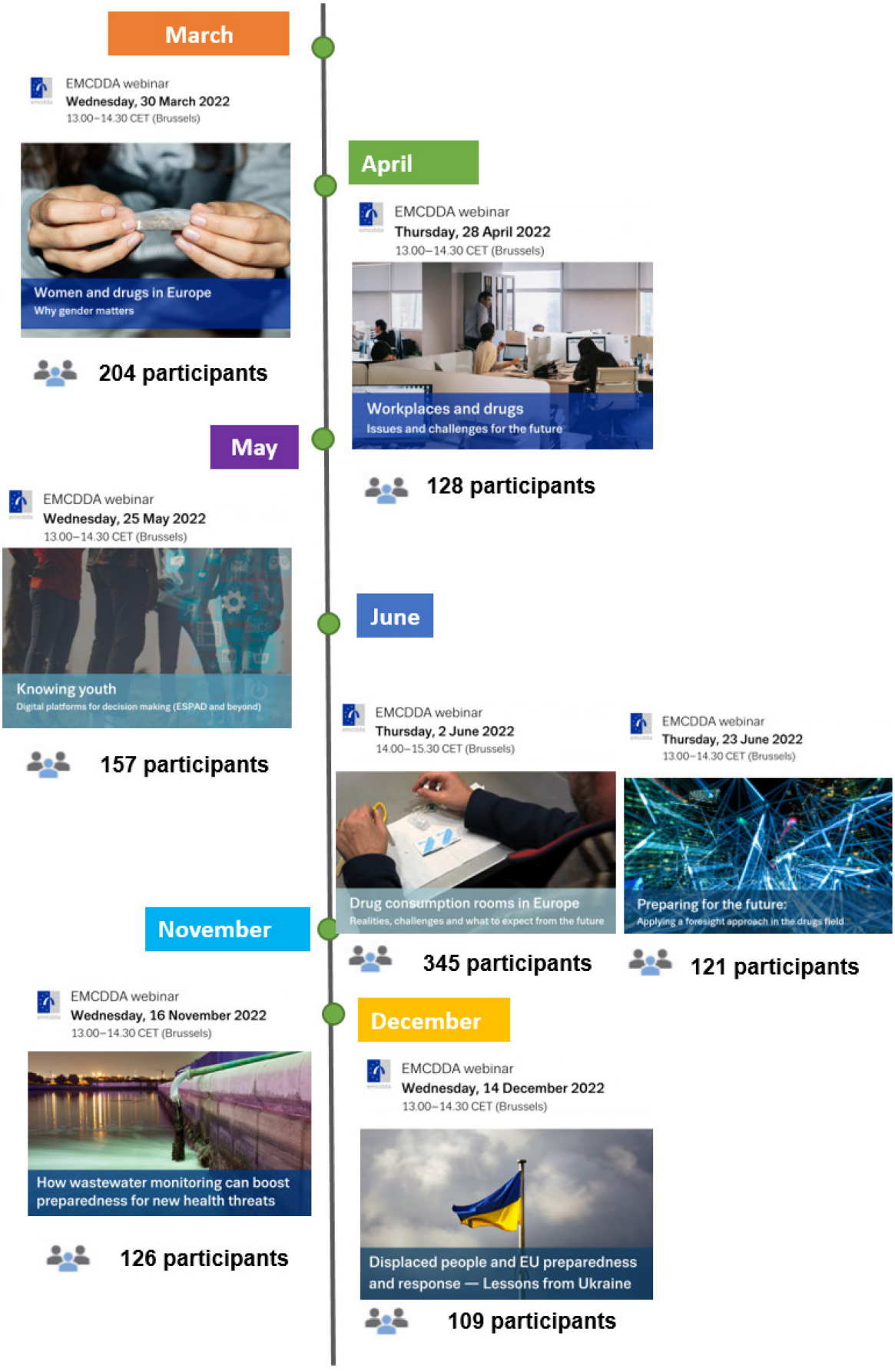
FIGURE 6. **Karen O'Connor, Department of Health, Ireland (Participant in the PLATO pilot project; video screenshot)**

'*This course has really brought a lot of clarity into my professional work… Prevention has such a strong evidence base and it has been presented very clearly in this course and it will inspire people to go back and work really hard to improve the situation in their countries.'*

More testimonials can be found on YouTube.

The EMCDDA continued to organise webinars, which are designed to give a voice to professionals working in the drugs field and are conceived as conversations around key topics of interest and emerging challenges. During 2022 around 1 200 professionals working in the drug field all over the world attended seven EMCDDA webinars (see Figure 7 for details).

FIGURE 7. **EMCDDA webinars 2022**



Drug policies

Support for drug policy at EU level

At the level of the EU institutions, the agency supported sound policymaking through high-quality technical input to requests, events, processes and relevant institutional meetings.

The EMCDDA supported EU-institution-related activities in the area of drug policy, including the work of the rotating presidency of the EU and of the Council's working groups, such as the Horizontal Drugs Group (HDG) and the EU's Standing Committee on Operational Cooperation on Internal Security (COSI), and other relevant Council events where appropriate and required.

The EMCDDA Director had meetings with members of the European Parliament and presented the main findings of the *European Drug Report 2022* remotely to the Committee for Civil Liberties, Justice and Home Affairs (LIBE). He also had regular meetings throughout the year with the Commission's services (see 'EMCDDA Director: main external activities').

Concerning the Council, the EMCDDA provided support to the French and Czech Presidencies. The agency attended institutional and technical meetings by invitation, such as those of the HDG, the meetings of the National Drugs Coordinators, the policy dialogues of the EU with third countries such as China and the USA, and the Dublin Group meeting.

Briefing notes were produced for the EU Presidency, the members of the HDG and the European Commission on two topics, namely overviews of the drug situation in Ukraine and in the Western Balkans. Additional briefing notes were drafted to inform the EU-Colombia, EU-Brazil, EU-China and EU-US dialogues on drugs.

The EMCDDA attended the 65th session of the United Nations Commission on Narcotic Drugs (CND) to provide technical support to the European Commission and the EU Member States. The agency participated in a series of side events and brought a virtual exhibition stand to showcase recent activities, products and services.

The EMCDDA also contributed to the EC enlargement package, delivering a briefing note giving a regional overview of the drug situation and a critical national analysis for each IPA beneficiary.

Monitoring and reporting on key policy developments

The EMCDDA monitors and follows up on important policy developments. Developments in the cannabis area are creating new challenges for how countries respond to Europe's most commonly consumed illicit drug. Throughout the year, the EMCDDA provided regular support and information on cannabis policies to national policy- and decision-makers; for example, background information provided by the EMCDDA on the topic was used for preparation and discussion in the Parliamentary Health Committee of Denmark.

Some governments in EU countries (Germany, Luxembourg, Malta and the Netherlands) have declared an intention to regulate cannabis use and supply to adults for recreational purposes, and the EMCDDA has been requested to provide technical support with establishing the necessary monitoring frameworks that will allow countries to assess the possible impacts of cannabis regulation. In 2022 a working group was set up to regularly exchange information on policy and on monitoring and evaluation plans. A two-day meeting took place in Lisbon where countries exchanged information on policy objectives and worked together on logic models for policy evaluation and priority indicators. A structured session by this working group at Lisbon Addictions showcased the varied objectives of policies to regulate cannabis in different European countries, and discussed the establishment of appropriate monitoring systems.

In response to the high level of political interest in the topic, the EMCDDA started the development of a new innovative rapid information system for cannabis policy news, which will not only provide policymakers with timely updates on cannabis policies but also serve as an interactive digital platform to enhance information exchanges.

High-level political representatives of Germany, Luxembourg, Malta and the Netherlands met in Luxembourg in July, together with the EMCDDA Director, at a ministerial consultation on the legal regulation of cannabis

for non-medical, non-scientific use, to discuss their intended policies for regulating cannabis for non-medical purposes (see 'EMCDDA Director: main external activities').

From left to right: Victor Sannes, Director and National Drug Coordinator, Ministry of Health of the Netherlands; Paulette Lenert, Vice-Prime Minister and Minister of Health of Luxembourg; Alexis Goosdeel, EMCDDA Director; Sam Tanson, Minister of Justice of Luxembourg; Burkhard Blienert, Commissioner of the German Federal Government for Drug and Addiction Policy; Michel Kazatchkine, Executive Director of the Global Fund to Fight AIDS, Tuberculosis and Malaria from 2007 to 2012; Ruth Dreifuss, Former President of Switzerland and Minister of Home Affairs; Rebecca Buttigieg, Parliamentary Secretary for Reforms and Equality within the Ministry for Home Affairs, Security and Reforms of Malta (Source: Facebook post).

The EMCDDA also coordinated scientific reviews of the medical use of cannabis, cannabis-related harm, treatment and harm-reduction practice, the results of which were presented during a structured session on cannabis policy preparedness at Lisbon Addictions.

Additional information on the topic can be found on the EMCDDA Cannabis hub.

The EMCDDA has been monitoring the field of drugs and prison as a central component of its work over the past few decades. The Insights study on *Prison and drugs in Europe: current and future challenges* published in 2021 has become a reference point for national policy- and decision-makers working on this topic, as stakeholder feedback received in 2022 demonstrates.

'This Insight is a very thorough contribution to the complex situation of drug addiction in prison in Europe. The quality of the data collected is very good and useful for a comprehensive analyse of this topic at a national and a European level. We're expecting a translation in French for our public stakeholders and practitioners, especially on *harm-reduction policies, as it may be a source of change for France.'*

Julien Morel d'Arleux, Director, French Monitoring Centre for Drugs and Drug Addiction, Reitox NFP

'The interdepartmental meeting on prisons and drugs was successful. We introduced the Insight on drugs in prison and the process of developing methodological tools for monitoring in prison. The need to establish an inter-ministerial working group on prisons was recognised. We also agreed to put prisons as priority in new national drug strategy.'

Ines Kvaternik, Research and development expert, National Institute of Public Health, Slovenia

The EMCDDA released a 'Prison and drugs' miniguide, as one of a larger set, which together comprise *Health and social responses to drug problems: a European guide* (see the section 'Health and social interventions for drug-related problems' for details).

The EMCDDA, WHO Europe and the ECDC have been working closely to assist countries in the elimination of viral hepatitis, in line with the WHO hepatitis elimination agenda. Progress has also been made regarding the prevention and care of viral hepatitis in prison, as a first-draft training concept has been developed.

Additional information on the topic can be found on the EMCDDA prisons topic page.

During the year the EMCDDA worked in cooperation with the ECDC on the update of the joint guidance *Prevention and control of infectious diseases among people who inject drugs*, which was initially published in 2011. The updated edition (to become available in 2023) will reflect the new policy context, important biomedical advances and new evidence from research and will feature good practice case studies to guide the implementation of effective interventions. Together with the ECDC and EMA, the agency provided input to the European Commission on policy initiatives on vaccine-preventable cancers.

Gender plays a role in patterns and levels of drug consumption in Europe, but it should also be considered in relation to how responses to drug problems are planned and implemented. Considerable progress was made in the area of gender and drugs through various activities of the agency, such as the participation in regular meetings with the European Group on Gender and Drugs. The EMCDDA made available a new digital platform for members of this group, facilitating communication and connectivity.

In addition, the agency organised a webinar on 30 March and co-organised the 'Symposium on gender and drugs' with the Pompidou Group of the Council of Europe (Lisbon Addictions side event), which brought together more than 100 participants.

More resources on the topic can be found on the EMCDDA gender and drugs topic page.

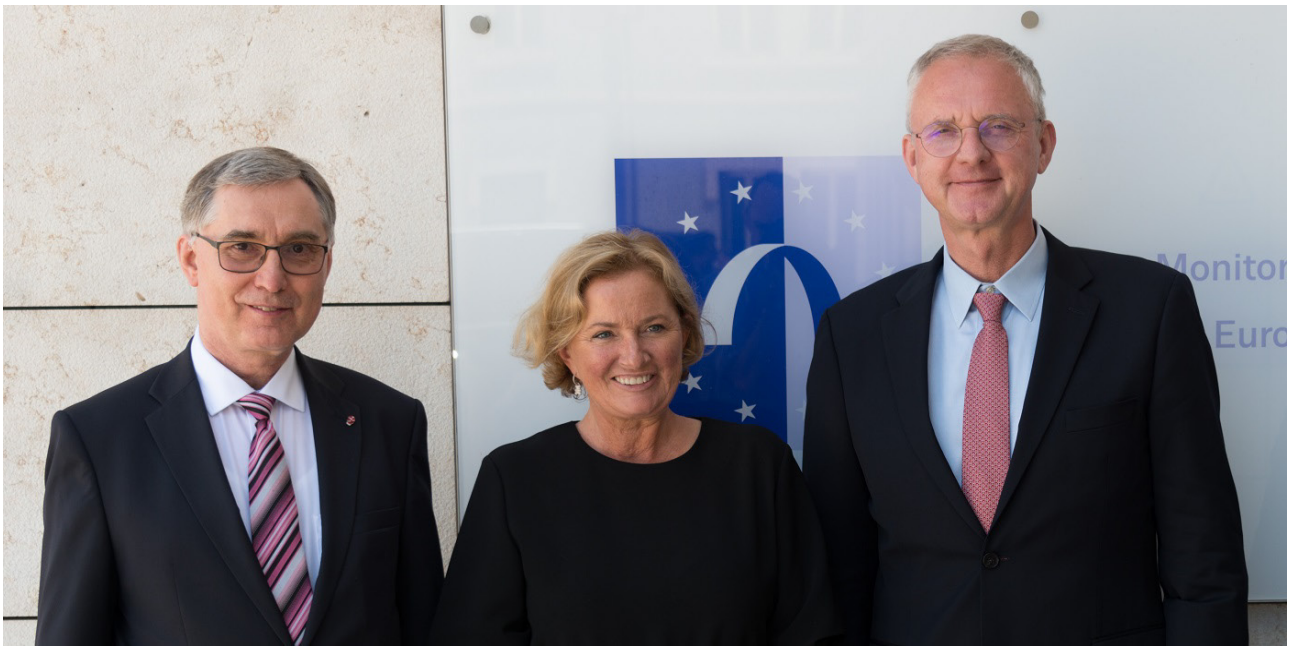
Support for drug policy in the Member States and priority third countries

National policymakers are one of the key customer groups outlined in the *EMCDDA Strategy 2025*, and several activities were carried out by the agency in relation to this group in 2022.

The EMCDDA provided support to national policymakers through the evaluation of national drug strategies and action plans, through technical support provided upon request and through proactive capacity-building activities.

During the year, the EMCDDA Director had high-level contacts with authorities in several Member States. Among other events, he attended the 'Conference on Alcohol and drug prevention in the Nordic countries' organised by the Norwegian Ministry of Health and Care Services, and a roundtable, 'Policies and perspectives in harm-reduction field', organised by the National Center for Public Health and Analysis in Bulgaria (see 'EMCDDA Director: main external activities').

In June the Vice-Prime Minister and Minister of Health of Luxembourg, Paulette Lenert, visited the EMCDDA. The minister met EMCDDA Director Alexis Goosdeel and Chair of the EMCDDA Management Board Franz Pietsch. The focus of the visit was on cannabis policies, following recent developments in Luxembourg in this area.



Franz Pietsch, Chair of the EMCDDA Management Board; Paulette Lenert, Vice-Prime Minister and Minister of Health of Luxembourg; Alexis Goosdeel, EMCDDA Director.

In December the Belgian Minister of the Interior, Institutional Reform and Democratic Renewal, Annelies Verlinden, visited the EMCDDA during an official visit to Portugal. The minister met EMCDDA Director Alexis Goosdeel, who presented the work of the agency and its upcoming change of mandate. The focus of the visit was on public safety and security.

The EMCDDA organised the 23rd meeting of the EMCDDA network of Legal and Policy Correspondents in June. One of the sessions was organised around the topic 'Controlling cannabis and its products under EU legislation', with the presence of representatives from the European Commission and partner EU agencies.

Main area 2: Security

Drug market monitoring and identification of new trends

To support the comprehensive analytical effort in the security area, work continued in 2022 on improving the quality and availability of core supply data, in close collaboration with the Reitox NFPs and with the agency's EU partner, Europol.

This core monitoring was complemented by new sources of data and innovative monitoring approaches, such as OSI and darknet monitoring, which have become increasingly important in recent years. In that regard, regular OSI monitoring reports were produced to inform EMCDDA analysis. Furthermore, data on darknet markets were analysed and integrated into routine EMCDDA reporting, while national darknet drug dashboards, underpinned by darkcloud data, started being produced and delivered to the Member States that participated in the project.

Much of the work in 2022 was dedicated to the preparation of the fourth edition of the joint *EU Drug Markets: In-depth analysis*, in close collaboration with Europol. Unlike in previous years, this time the findings were presented in a series of modules, each focusing on the market for a particular drug.

This innovative digital format will ensure that this product continues to provide ever more useful recommendations and enhance its role as a key resource for policy and action.

EU Drug Markets: In-depth analysis: in the spotlight

The first two modules of the in-depth analysis, on cocaine and methamphetamine, were launched at a press conference in Brussels on 6 May by Alexis Goosdeel, EMCDDA Director, and Catherine De Bolle, Europol Executive Director.

The new analyses cover trends along the supply chain from production and trafficking to distribution and use. They describe a large and expanding cocaine market and a currently small, but steadily growing, methamphetamine market in the EU. They also warn of the heightened threat posed by innovation in production processes and chemical precursors, and a growing range of products that may be hazardous to consumers.

Press conference on the occasion of the launch of *EU Drug Markets: In-depth analysis*: Kathryn Robertson, EMCDDA Media Relations; Alexis Goosdeel, EMCDDA Director; Catherine De Bolle, Europol Executive Director

EMCDDA Director Alexis Goosdeel said: *'Our new analyses show that we are now facing a growing threat from a more diverse and dynamic drug market that is driven by closer collaboration between European and international criminal organisations. This has resulted in record levels of drug availability, rising violence and corruption, and greater health problems. In response, we need to be even more sensitive to signals coming from the market and invest in greater coordinated action, not only in Europe, but also with our international partners in producer and transit countries.'*

Europol's Executive Director Catherine De Bolle stressed: *'The trade in illegal drugs continues to dominate serious and organised crime in the EU, and nearly 40 % of the criminal networks operating at the international level reported to Europol are active in drug trafficking. Fighting this illegal trade is a key priority for Europol and the EU. Today's analysis supports us in understanding the market dynamics and is crucial for formulating effective law enforcement responses.'*

EMCDDA and Europol staff at the press launch in Brussels

Following on from cocaine and methamphetamine, the agencies will publish further modules in 2023 and 2024 to complete the strategic analysis. These will cover amphetamine, cannabis, heroin, MDMA and NPS, as well as impacts, drivers and responses.

Moreover, 2022 also saw the launch of key reports produced under the technical cooperation projects with third countries, EU4MD and IPA7 (see 'Business driver 3: Partnership', for details), as follows:

- *Overview of drug markets in the European Neighbourhood Policy-East countries* (EU4MD);
- *Overview of drug markets in the European Neighbourhood Policy-South countries* (EU4MD);
- *Drug-related health and security threats in the Western Balkans* (IPA7).

Training and capacity building

A series of training events were organised in 2022 for the beneficiaries of the EU-funded technical cooperation projects.

This included the Reitox Academy on Report Writing (Module 6: Security and Supply), which took place on 10-11 March, for 16 participants from six beneficiaries. This module, addressing security and supply, focused on the data reported to the EMCDDA on seizures of drugs, prices, and their purity and potency, and on drug law offences indicators. During the sessions, participants worked on the respective chapters of their national drug situation reports.

The online training 'Synthetic drugs' was organised for the ENP-East region, under the EU4MD project, on 8 September; 11 professionals from five countries completed the training.

For details, see 'Business driver 2: Partnership'.

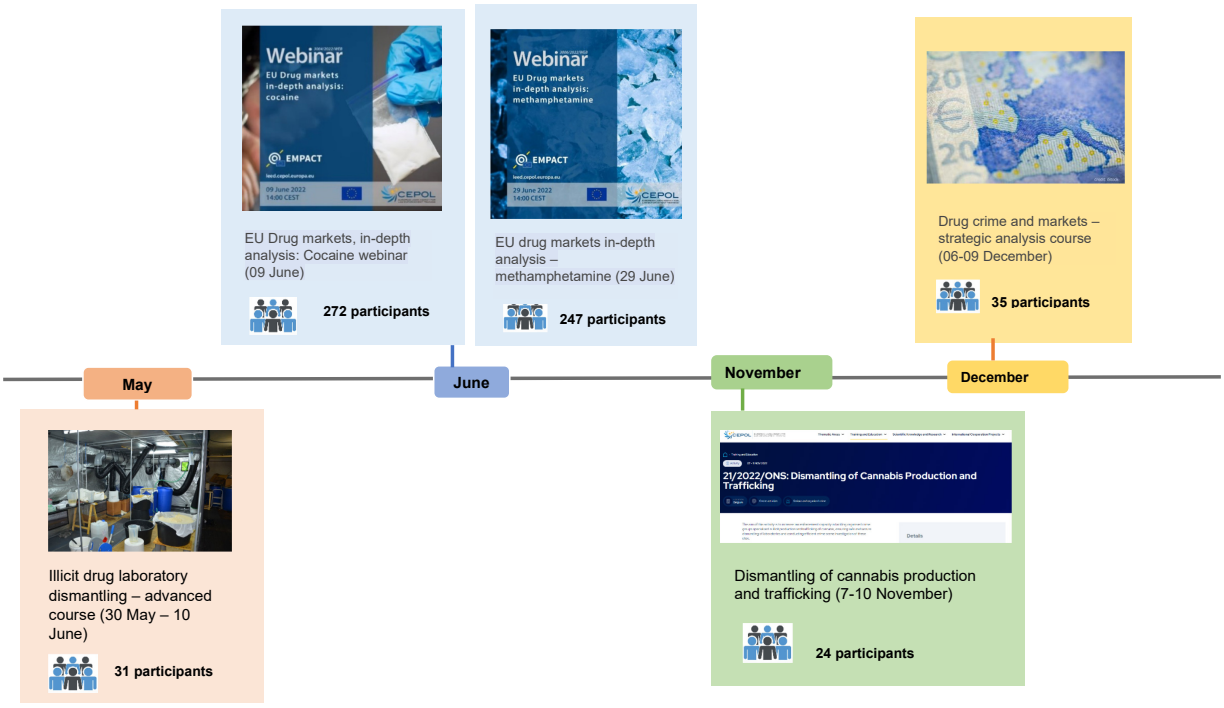
Support policy and operational responses to drug security challenges

In the policy area, the EMCDDA provided technical input and advice to its key partners, in particular the European Commission. This included preparation of briefing notes on topics such as digitally enabled drug markets: signs of diversification; overview of the drug situation in the United States, Brazil, Colombia and China, to inform the EU's dialogues on drugs with these countries; and current limitations in the availability, coverage and quality of forensic and toxicological data and analysis.

The agency continued to contribute to key EU policy documents and initiatives, such as the EU Drugs Strategy and Action Plan 2021-2025 and the EMPACT OAPs of the EU policy cycle on organised and serious international crime. In that regard, and within the available resources, the EMCDDA implemented all its tasks under the 2022 EMPACT OAP on Cannabis, cocaine and heroin, and the OAP on Synthetic drugs and NPS. The agency also contributed to the planning and drafting of the OAPs for 2023. A key contribution to the EMPACT OAPs was the newly released modules on cocaine and methamphetamine of the fourth edition of the joint EMCDDA-Europol *EU Drug Markets: In-depth analysis* (see the earlier section of this Security area).

Also contributing to the OAPs, the EMCDDA, together with its partner the European Union Agency for Law Enforcement Training (CEPOL), continued to organise and deliver training activities for law enforcement professionals. A total of 609 such professionals attended these training activities (online or residential), as presented in Figure 8.

FIGURE 8. **CEPOL-EMCDDA online training courses 2022**



Furthermore, on 28 November in Budapest the EMCDDA signed its first working arrangement with CEPOL aimed at boosting learning and knowledge exchange in the area of security (see 'Business Driver 4: Management').

The annual meeting and proceedings of the reference group on drug supply indicators took place on 22-23 September at the EMCDDA in Lisbon. The event gathered representatives of the Member States along with key partners: the European Commission, Europol, Eurojust, Frontex and CEPOL. Participants from the candidates and potential candidates covered by the IPA7 project also attended.

Eighth Annual meeting of the EMCDDA reference group on drug supply indicators in Lisbon.

The meeting included presentations on the cocaine and methamphetamine modules of *EU Drug Markets: In-depth analysis*, as well as co-production sessions on the next modules of the report, Cannabis herb, resin and other products, Amphetamine and MDMA, and Heroin and other opioids, to be published in 2023. A plenary session to introduce the new mandate of the EU Drugs Agency and to collect insights on the position of the reference group was also organised by the EMCDDA.

Main area 3: Business drivers

Business driver 1: Institutional

Governance and institutional developments

A stronger mandate for the agency

The most significant development in this area was the launch of the EU ordinary legislative procedure for the adoption of a new, broader mandate for the EMCDDA.

In that regard, on 12 January 2022 the European Commission proposed to strengthen the EMCDDA's mandate to ensure that the agency plays a more significant role in identifying and addressing current and future challenges related to illicit drugs in the EU ([2]). The proposed changes include issuing alerts when dangerous substances are knowingly sold for illicit use, monitoring the addictive use of substances taken together with illicit drugs, and developing EU-level prevention campaigns. The EU Drugs Agency will also play a stronger international role.

The Commission's proposal was then examined by the Council and by the European Parliament. A revised text on the general approach for creating the EU Drugs Agency and endowing it with new competences was adopted by the JHA Council on 9 June 2022, under the French Presidency. On 1 December members of the LIBE Committee adopted a report with amendments to the proposal. The new agency would have a stronger capacity for analysis and monitoring, and a faster and more efficient early warning system. To boost the preparedness of the EU, it would also adopt health and security threat assessments. Furthermore, the agency would be tasked with helping national authorities collect data, establishing a network of toxicological laboratories, and promoting best practice in the field of prevention, risk and harm reduction, treatment, care and rehabilitation.

Further to the negotiations between the European Parliament and the Council on the final form of the law, it is expected that the new EU Drugs Agency regulation will be adopted in 2023, for application as of 2024.

These important developments were closely followed by the EMCDDA, which started preparing for its future new mandate. In that regard, presentations were delivered by the Director at the Management Board meetings in June and December. The Director also made presentations at several important events, and met with key stakeholders at EU level and in the Member States to discuss the future of the EMCDDA (see 'EMCDDA Director: main external activities').

Regular internal communications and updates were also provided by the Director to the agency's staff.

Furthermore, an implementation plan was prepared and submitted to the EMCDDA Management Board for endorsement in December 2022. The document will guide the preparatory work of the agency in 2023-2024 and its first activities under the new regulation as of 2024.

Communication and service delivery to meet evolving EMCDDA customer needs

As an information agency, the EMCDDA has communication at its core. The *EMCDDA Strategy 2025* defined customer centricity as one of the agency's core values. The strategy gives 'central importance to identifying our customers' needs, developing services and effective communication, as these all represent

([2]) https://www.europarl.europa.eu/RegData/docs_autres_institutions/commission_europeenne/com/2022/0018/COM_COM(2022)0018_EN.pdf

essential elements for our work to have impact'. This is a prerequisite for the EMCDDA to fulfil its vision for a 'healthier and more secure Europe' through better-informed drug policy and action.

In 2022 the area continued its transformation along the following drivers of change, which were set up in 2022 as part of the EMCDDA new business model initiative:

- customer centricity, boosted by the new business model initiative;
- digital transformation, accelerated by the COVID-19 pandemic;
- reimagined internal communication, prompted by changing organisational needs.

While customer centricity is the guiding principle in the agency's effort to increase value delivery to its key customers, the digital transformation enables it.

In that regard, enhancing the EMCDDA's digital maturity allows the agency not only to increase this value delivery, but also to thrive as an organisation in a fast-evolving, technology-driven environment. The COVID-19 pandemic accelerated this trend and brought with it significant changes in the way the world communicates. Importantly, it has also reshaped the needs of the EMCDDA's key customers. To that end, in 2022 priority continued to be given to ensuring that timely products and services were provided to these customers via digital channels. This included online training courses and events (e.g. webinars) and digital product launches (see 'Main area 1: Health' and 'Main area 2: Security' for details).

The EMCDDA's communication efforts were focused on ensuring the production of high-quality publications, and a total of 66 scientific and institutional publications were produced in 2022 (a full list of publications is available on the EMCDDA website). The agency also authored or co-authored 16 scientific articles and book chapters.

These efforts were accompanied by activities to enhance engagement with the agency's audiences, mainly via online communication channels (see Figure 9 for details).

A significant increase in the audience reached was recorded in 2022 across all channels.

This included some 2.6 million unique visitors to the EMCDDA website during the year, a record number and up almost 50 % from 2021 (1.8 million visitors).

The upward trend in the number of social media followers also continued in 2022, with a double-digit percentage increases (compared with the figures for 2021) for two key social media channels, LinkedIn (+57 %) and Instagram (+37 %).

The number of views of EMCDDA videos also rose in 2022, to 1.6 million, which means an overall increase in lifetime views of almost 15 % compared with 2021 (there were 1.4 million total views by the end of 2021).

Positive engagement with the media also continued in 2022. The EMCDDA serviced 413 requests in the course of the year, more than 50 % above the number of requests serviced in 2021 (273 requests).

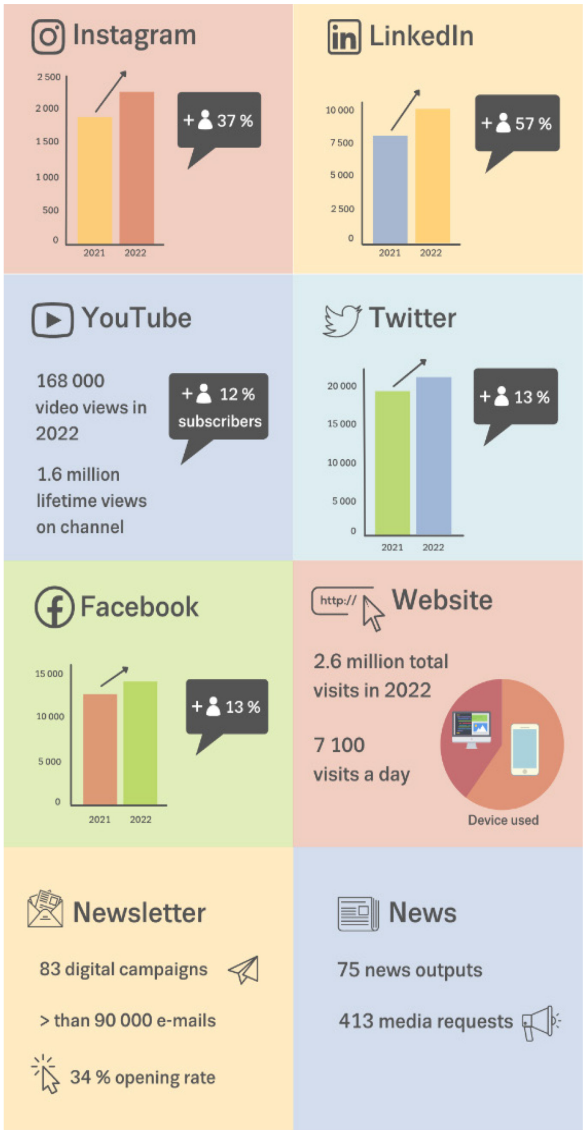
More data on communications metrics can be found in Figure 9 and Annex Ib.

Considerable progress was made on the agency's multilingual work, boosting the use of automatic translation, summarisation and light post-editing, the innovative services offered by the Translation Centre that the EMCDDA started to use in 2021.

More translated news content was also provided in 2022: there were 75 news outputs and 209 outputs counting translations, compared to 60 news outputs and 138 counting translations in 2021.

Further progress was also achieved in the area of internal communication and collaboration. Following the successful roll-out of the extranets on the 'Connect' platform, 2022 saw a significant increase in the use of the new internal platform for communication and information sharing (HumHub) and collaborative working (Documenta) (see also 'Business driver 4: Management'); this generated benefits in terms of both organisational culture and work efficiency.

FIGURE 9. **EMCDDA online communication channels**



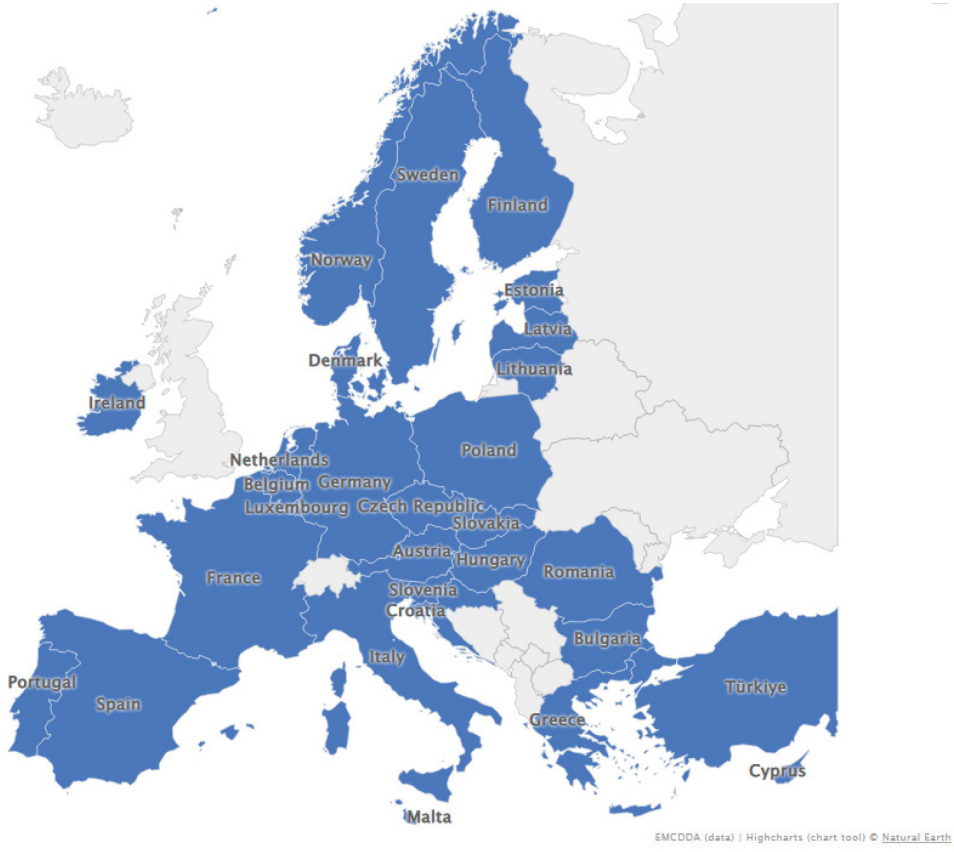
Business driver 2: Partnership

Reitox network activities

Reitox is the European information network on drugs and drug addiction created in 1993, at the same time as the EMCDDA. The abbreviation 'Reitox' is derived from the French 'Réseau Européen d'Information sur les Drogues et les Toxicomanies'. Members of the Reitox network are designated national institutions or agencies responsible for data collection and reporting on drugs and drug addiction. These institutions are called 'national focal points' (NFPs) or 'national drug observatories' (NDOs).

The Reitox network is composed of 29 NFPs in the 27 EU Member States, Norway and Türkiye, as well as a focal point at the European Commission.

FIGURE 10. **Member countries of the EMCDDA Reitox network**



The NFPs — from which the agency draws the bulk of its data — collect and analyse national information on drugs, drawing on various sectors including health, justice and law enforcement. They form the backbone of the agency's work.

The activities of the network are defined every year in the grant agreement signed between each NFP and the EMCDDA, while longer-term strategic options are guided by the Reitox Development Framework (RDF), which was adopted by the network in 2017. These activities are complemented by more operational key tasks and milestones: for the period 2021-2025 these were defined in the second RDF Roadmap — *Roadmap 2025* — which was adopted by the network in 2021 and endorsed by the EMCDDA Management Board.

Ongoing support was provided to the Reitox network in 2022 to assist the NFPs in the implementation of these core documents, and overall in their activities. This support included monthly coordination meetings held by the EMCDDA with the Reitox network spokespersons, and minutes being made available to the entire network. Furthermore, the members of the network were given access to the EMCDDA Connect platform and more than 260 users were already registered by the end of 2022. This is intended to facilitate interactive communication between the agency and the network.

One of the preferred means of exchanging information and networking were the Reitox meetings. Following the two years of travel restrictions resulting from the COVID-19 pandemic, these meetings restarted, and were organised at the EMCDDA premises, where the NFP representatives and the agency's staff could once again meet in person.

In that regard, two meetings of the Heads of NFPs (HFP) took place in 2022:

- 66th meeting: 10-13 May, and 10th Extended Reitox network meeting (see 'Cooperation with third countries' below): 11 May (hybrid — online and in Lisbon);
- 67th meeting: 28-30 November (Lisbon).

These were complemented by two technical meetings that took place online, on 8 March and 3-4 October.

The events provided opportunities to agree on the national reporting package and tools for 2023, as well as to discuss key topics such as the revision of the EMCDDA mandate, reporting updates, international cooperation projects and recent and future policy and institutional developments.

The November HFP meeting also showcased highlights of the NFPs' work in 2022 and new digital resources. These included two new Reitox promotional resources that had been launched in the same month.

- 'Reitox: a model European network bridging science, policy and practice' is the title of a new EMCDDA video capturing the essence of the network (see Figure 11). The video was also screened at Lisbon Addictions 2022 in the session 'Policy and practice to tackle addictions around the world'.
- 'Reitox national focal points — 2022 highlights' is a new web page presenting the highlights of the work of the NFPs over the past year. By clicking on a country in an interactive map, users can view a pop-up box presenting three highlights per NFP.

FIGURE 11. **Reitox network video screenshot**

These resources were developed under the 2022 EMCDDA Reitox work programme.

The HFP meeting came just days after the fourth European Conference on Addictive Behaviours and Dependencies (Lisbon Addictions 2022 — see 'Business driver 3: Scientific capacity'), where some 30 representatives of NFPs delivered presentations.

Capacity building

Good progress continued to be made in implementing the EMCDDA Reitox certification process, which formally acknowledges the competence of an NFP and confirms that it meets the minimum criteria to fulfil the tasks of an NFP as set out in the EMCDDA regulation. Certification aims to increase the legitimacy of each NFP at national level by demonstrating how well it contributes to the EMCDDA's core tasks of collecting and reporting consistent, harmonised and standardised information on drugs in Europe. It is also designed to increase the degree of assurance at EU level that the NFPs are fulfilling their role as national interfaces with the agency. Certification covers the institutional context, NFP mandate, data collection, analysis and interpretation, reporting and dissemination.

In that regard, the support to the NFPs engaged in the implementation of the certification system was a key task in 2022. Dialogues took place during the year with several NFPs and the topic was also discussed at the meetings of the Reitox network.

The Cypriot and Slovenian NFPs obtained their certification in 2022, joining the Irish, Austrian and Greek NFPs (which had been certified previously) on the list of NFPs that have formally completed the process. Work also advanced on the certification of the French NFP, which was expected to be completed early in 2023.

In terms of the training activities, two Reitox academies took place for the network in 2022.

The Reitox Baltic Academy on Futures took place on 6-7 September in Gdansk, Poland, for 13 participants from five countries: Estonia, Finland, Latvia, Lithuania and Poland.

Participants at the Reitox Baltic Academy on Futures.

The RTX regional academy EUPC-TOT (European Prevention Curriculum Training of Trainers; see also 'Main area 1: Health') was organised on 12-16 September in Krakow, for 23 participants from eight EU countries — Croatia, Cyprus, Germany, Greece, Ireland, Latvia, Lithuania and Poland — and four participants from non-EU countries — Albania and Serbia (IPA7 beneficiaries), Georgia (EMCDDA4GE beneficiary), and Ukraine (EU4MD beneficiary).

In addition, the IPA7 Reitox Academy on Report Writing continued in 2022, in collaboration with the Austrian NFP (see 'Cooperation with third countries' below).

In the framework of the EMCDDA4GE, a training course for drug treatment practitioners covering six modules was developed and implemented (see ‘Cooperation with third countries’ below).

Management of the Reitox grants

An important part of the EMCDDA’s work with the network relates to the management of the Reitox grants. The 2022 grant applications were assessed, and grants were awarded, committed and signed for a total value of some EUR 1.6 million. This amount was 20 % lower than the value of the Reitox grants awarded in 2021 as a consequence of the significant restrictions faced by the EMCDDA budget in 2022, which put a big strain on the capacity of members of the Reitox network to carry out their work and fulfil their contractual obligations.

In parallel, all of the financial and narrative reports relating to the 2021 grants were analysed, the balance payments were executed and the grants were subsequently closed, in line with the applicable procedure. One field verification took place (on-site audit), at the Slovenian NFP on 12-15 April.

Cooperation with EU agencies and international partners

EU agencies

Cooperation with EU agencies continued to be strengthened in 2022. Key EMCDDA partners included the ECDC, the ECHA, the EFSA, EMA, Europol and CEPOL.

For details on core business activities implemented with partners, see ‘Main area 1: Health’, ‘Main area 2: Security’ and ‘Business driver 3: Scientific capacity’.

At institutional level, on 29 April EMCDDA Director Alexis Goosdeel joined Europol Executive Director Catherine De Bolle in The Hague to discuss future cooperation following recent developments in the agencies’ mandates. The directors discussed the current drug situation and potential future threats relating to drug-related crime and drug markets.

Future activities involving the two agencies include the development of platforms for monitoring criminal activity in darknet drug markets, improving intelligence gathering, and a European Conference on Drug Supply in 2023.

Other matters discussed included the provision of support for Ukraine, countering internet-based crime, and the ongoing development of the EU EWS on NPS, which subsequently celebrated its 25th anniversary in June 2022.

That was followed, on 4 October in Brussels, by the signing by the two directors of an arrangement on the exchange and protection of classified information.

On 28 November the EMCDDA signed its first working arrangement with CEPOL in Budapest aimed at boosting learning and knowledge exchange in the area of security. The signatories were EMCDDA Director Alexis Goosdeel and CEPOL Executive Director Montserrat Marín López. The new accord aims to improve the agencies’ capacity to deliver training to the European law enforcement community and reinforce the drug-related content of training curricula. The ultimate aim is to help reduce the supply of illicit drugs in Europe.

CEPOL Executive Director Montserrat Marín López and EMCDDA Director Alexis Goosdeel on the occasion of signing a working arrangement, 28 November 2022 (Source: Facebook post).

In 2022 the EMCDDA also contributed to the work of the JHA agencies' network ([3]). On 1 January CEPOL took over the chairing of the network with three priority areas for cooperation: digitalisation, the European Green Deal and the JHA agencies' cooperation with third countries.

([3]) The JHA agencies' network connects the EU agencies protecting the Area of Freedom, Security and Justice. It includes nine agencies: CEPOL, European Institute for Gender Equality, EMCDDA, EU Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice, EU Agency for Criminal Justice Cooperation, Europol, EU Agency for Fundamental Rights and Frontex.

During the year, the second update of the report COVID-19: Response of EU Justice and Home Affairs (JHA) agencies was released.

Due to Russia's invasion of Ukraine on 24 February, supporting Ukraine also became a priority for the JHA agencies' network. The nine EU JHA agencies issued a joint statement on 7 March in support of the work of the EU institutions and Member States to help Ukraine and its people.

Throughout the year, the EMCDDA contributed to the work of other technical networks of EU agencies, including the Coordination Group on Trafficking in Human Beings, the EU Agencies Network on Scientific Advice, the EU Joint Taskforce on Artificial Intelligence, the Performance Development Network, the Heads of Communication and Information Network, the Information and Communication Technology Network and the JHA networks on external relations.

Particularly fruitful was the EMCDDA's contribution to the EU Innovation Hub for Internal Security ([4]). The EMCDDA is an active member of the EU Innovation Hub Team that meets every two weeks to coordinate the work in the area of research and innovation with other EU agencies, the European Commission and the Council Secretariat. Among other initiatives, in September the EMCDDA co-organised and contributed to the Annual Event of the Hub entitled 'Shaping responsible solutions for internal security', at which the EMCDDA co-organised the session on innovation in monitoring and surveillance.

([4]) The EU Innovation Hub for Internal Security was established on the basis of the outcomes of the Justice and Home Affairs Council of 7/8 October 2019 (12837/19) and further specified in the COSI documents 5757/20 of 18 February 2020 and 7829/20 of 7 May 2020. The hub is a collaborative network of innovation labs of the EU agencies, Member States, the Joint Research Centre (JRC) and the European Commission, and a common EU platform to support the delivery of innovative, cutting-edge products for the security of citizens in the EU with a view to better assessing risks and fostering the use and development of advanced and emerging technologies.

Cooperation with international organisations

Global organisations

The EMCDDA's main partners at the global level are the UNODC and the WHO.

On a general basis, the EMCDDA contributes to technical discussions with the UNODC and other international partners on how to improve data collection and how to facilitate inter-agency collaboration.

The EMCDDA is also an active member of the international expert working group on drug epidemiological statistics led by the UNODC and the WHO.

Since 2014 the EMCDDA and the UNODC have collaborated regularly with respect to data on NPS, in line with an agreement from the Member States on data sharing and in the context of international discussions for increased cooperation and exchange of information on NPS (see 'Main area 1: Health'). Each year the EMCDDA provides the UNODC Early Warning Advisory with a list of NPS notified to the EU EWS and a list of the NPS seized by each EU Member State, Norway, Türkiye and the United Kingdom.

The EMCDDA is a member of the steering Committee of the Synthetics Monitoring: Analyses, Reporting and Trends (SMART) project (on improving amphetamine-type stimulants data) and the Scientific Advisory Group for the *World Drug Report*.

The EMCDDA participated in various meetings that took place in 2022, including the 65th session of the CND (March, Vienna), the Global SMART Advisory Group Meeting (March, Vienna), and the EU-UNODC Dialogue (June), at which the EMCDDA delivered a short presentation on the importance of the monitoring of illicit crops in Latin American countries from the European perspective.

The EMCDDA cooperates with both the WHO headquarters (in Geneva) and the WHO Regional Office for Europe (in Copenhagen). Cooperation with WHO Europe in recent years has covered prison and infectious diseases, while cooperation with WHO headquarters has focused on intervention quality standards and the monitoring of treatment systems.

The EMCDDA, WHO Europe and the ECDC have been working closely to assist countries in the elimination of viral hepatitis in line with the WHO hepatitis elimination agenda.

Cooperation with WHO Geneva also takes place in the area of NPS. Among other activities, the EMCDDA supports the prioritisation of NPS to be assessed each year by the ECDD, through the EWS. In March 2022 the EMCDDA provided WHO with a list of substances that are currently not under international control, that are of concern to Europe, and that could be considered for review at the ECDD, and also provided data on these substances.

Regional organisations

The main EMCDDA partners at regional level are the Pompidou Group of the Council of Europe and the Inter-American Drug Abuse Control Commission (CICAD).

On 14 December the EMCDDA and the Pompidou Group of the Council of Europe agreed on new areas of cooperation in the framework of their MoU signed in 2010. The agreement was endorsed during the 18th Ministerial Conference of the Pompidou Group, which took place on 13-14 December in Lisbon under the theme 'Human rights at the heart of drug and addiction policies'. The signatories of the agreement were Executive Secretary of the Pompidou Group Denis Huber and EMCDDA Director Alexis Goosdeel.

The EMCDDA continued to cooperate with CICAD within the framework of the MoU signed in October 2000 and in line with the new work programme for 2019-2024 signed on 21 January 2020 in Washington. The cooperation involves the participation of the EMCDDA as an observer in CICAD regular sessions on an ad hoc basis, and that of CICAD experts in EU expert meetings, also on an ad hoc basis.

Cooperation with third countries

At the technical level, cooperation with third countries was carried out mainly within the EU-funded technical cooperation projects IPA7, EU4MD, EMCDDA4GE and COPOLAD III (see 'Cooperation with third countries within the framework of EU-funded technical assistance projects' below).

At the institutional level, work was guided by the EMCDDA's *International Cooperation Framework*, which charts the direction of work in this area for the period 2018-2025, and by the *EMCDDA Strategy 2025*, which identifies partnerships as one of the agency's main business drivers.

Cooperation also took place within the framework of the working arrangements signed between the EMCDDA and third countries, and in line with the EU priorities in the area. These working arrangements allow the active participation of the partners' experts in EMCDDA expert meetings and other relevant EMCDDA events.

In that regard, on 6 September in Tbilisi, Deputy Minister of Justice of Georgia Tornike Cheishvili and EMCDDA Director Alexis Goosdeel signed a working arrangement between the EMCDDA and Georgia, confirming their collaboration in the field of drugs and drug addiction. The new agreement will allow for knowledge transfer and capacity building in the areas of drug monitoring and reporting and for the exchange of experience on health and social responses to drug problems.

Deputy Minister of Justice of Georgia Tornike Cheishvili and EMCDDA Director Alexis Goosdeel on the occasion of signing the new working arrangement, 6 September 2022 (Source: Facebook post).

Georgia is currently participating in two EU-funded projects, EMCDDA4GE and EU4MD (and EU4MD II, starting from 2023). The new agreement will be translated into action via joint three-year work programmes, the first covering the period 2022-2024.

The signing ceremony was followed by the second EMCDDA4GE project advisory committee meeting and media relations training course for the Georgian NDO.

However, due to Russia's invasion of Ukraine, and in line with the EU position, ongoing and planned bilateral engagement between the EMCDDA and representatives of Russia and Belarus was suspended in February

2022. Following this position, the EMCDDA Management Board decided to suspend the MoU between the EMCDDA and the Russian Federation, which was signed in 2007.

Cooperation with third countries within the framework of EU-funded technical assistance projects

In 2022 the EMCDDA implemented three EU-funded technical cooperation projects that have as their beneficiaries six candidates and potential candidates in the Western Balkans (under IPA7) and 14 ENP countries ([5]) (for more details, see Table 1). During the year the EMCDDA also became an official partner of the COPOLAD III programme.

TABLE 1. **Technical cooperation projects with third countries implemented by the EMCDDA in 2022**

Title	IPA7	EU4MD	EMCDDA4GE	COPOLAD
Beneficiaries	Albania, Bosnia and Herzegovina, Kosovo ([a]), Montenegro, North Macedonia and Serbia	Algeria, Armenia, Azerbaijan, Belarus ([b]), Egypt, Georgia, Israel, Jordan, Lebanon, Libya, Moldova, Morocco, Palestine ([c]), Tunisia and Ukraine	Georgia	Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, El Salvador, Ecuador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Dominican Republic, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Venezuela, Uruguay
Objective	To support the IPA beneficiaries in their approximation to the EU *acquis* in the area of drugs information and to enhance the capacity of the EU and the IPA beneficiaries to detect, analyse and report on emerging drug-related health and security threats	To support national and regional readiness in the ENP area to identify and respond to drug-related health and security threats	To contribute to enhanced national responses on drug-related health and security threats in Georgia	To support the Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) and the Italo-Latin American International Organization (IILA) in strengthening the technical capacity and role of NDO; to improve drug-demand-reduction policies; and to support cooperation in drug trafficking investigation
Duration	36 + 6 months (no-cost extension) (July 2019 to December 2022)	36 + 12 months (no-cost extension) (January 2019 to December 2022)	24 months (3 May 2021 to 2 May 2023)	28.5 months (15 July 2022 to 30 November 2024)
Total budget	EUR 1 million	EUR 3 million	EUR 800 000	EUR 800 000

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

([b]) Due to Russia's invasion of Ukraine, and in line with the EU position, ongoing and planned bilateral engagement between the EMCDDA and representatives of Russia and Belarus has been suspended since early April 2022.

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

Two technical cooperation projects, namely IPA7 with the Western Balkan partners and EU4MD with countries in the ENP area, came to an end in 2022. A final conference was organised on 21 November to take stock of the cooperation with the various regions, as well as to present and discuss the regional

([5]) Initially, EU4MD had 15 potential partner countries, including Egypt, which decided to withdraw from the project in 2019.

strategic overviews (see ‘Publications and communication’ and ‘Closing conference of EU-funded technical cooperation projects: in the spotlight’ below).

Main outputs and results in 2022: IPA7, EU4MD, EMCDDA4GE and COPOLAD III

Knowledge exchange and capacity building

In line with the projects’ main objectives, 2022 saw a significant number of training activities that were implemented by the EMCDDA based on a synergies and efficiency gains creation approach. It is worth noting that many of these activities involved participants from all the projects. Where possible, these initiatives were integrated with the training activities that were organised by the EMCDDA for drug policy and practice professionals in the EU Member States.

In 2022 a total of 221 professionals from the three projects’ beneficiaries (68 IPA7 participants, 105 EU4MD participants and 48 EMCDDA4GE participants) attended capacity-building activities organised by the EMCDDA, alone or in collaboration with its partners.

A key activity was the Reitox Academy on Report Writing, which was organised in the framework of the IPA7 project. The activity was launched in 2021 by the EMCDDA, working with the Reitox Austrian NFP. It consists of a six-module training course on writing drug-related reports to support the partners in developing and/or strengthening existing NDOs and assisting national experts on core health and security indicators. Three modules (‘Introduction’, ‘Policy and prevention’, and ‘Prevalence and patterns of use’) were delivered in 2021, to a total of 24 IPA participants.

In 2022 the activity continued with the remaining three modules, for a total of 36 participants from six beneficiaries (60 participants if all repeating participants from the three modules are included), as follows:

- Module 4: Treatment (20-21 January) —17 participants from six beneficiaries;
- Module 5: Harms and harm reduction (10-11 February) — 27 participants from six beneficiaries;
- Module 6: Security and supply (10-11 March) — 16 participants from six beneficiaries.

As a direct outcome of this online training activity, updated national drug situation overviews from North Macedonia and Serbia were made public at the final conference on 21 November, and training attendance certificates were officially handed out to all experts present at the conference (see ‘In the spotlight’ section below). The national drug situation overviews of the remaining beneficiaries will be finalised and made public throughout 2023.

Another important activity was the EUPC training (see also ‘Main area 1: Health’). The EUPC is designed to train professionals involved in shaping prevention decisions and policies in Europe in the science-based prevention of substance use. Following the successful events organised in 2020-2021 and 2022 for professionals from IPA7, EU4MD and EMCDDA4GE beneficiaries, 2022 saw the launch of the curriculum in Ukraine and Georgia.

A Ukrainian version of the EUPC handbook, adapted for the local context, was launched on 1 July in Kyiv at an online event organised by the non-governmental organisation Geopolitical Alliance of Women, at the Ukrainian national news company, Ukrinform. In addition to staff from the EMCDDA, the event was attended by representatives of the Ministry of Internal Affairs, the Ministry of Health and the Ministry of Education and Science, and by health and prevention professionals who were involved in, or supported, the adaptation of the handbook. Participants reflected on the value of the EUPC handbook for Ukraine and exchanged ideas on how it could be used by specialists and stakeholders in their activities.

The Georgian version of the EUPC handbook, adapted to the national context, was launched at two events in Tbilisi on 8 and 9 December. The events were organised by the Inter-Agency Coordinating Council on Combating Drug Abuse, the NDO of the Ministry of Justice of Georgia, Ilia State University and the EMCDDA in the framework of the EMCDDA’s first bilateral technical cooperation project with Georgia (EMCDDA4GE).

In addition to the handbook, further training materials were translated and adapted to support the national roll-out of the EUPC training, including ‘European drug prevention quality standards: a quick guide’. Alongside the launch of the published materials, examples were shared of how the EUPC is being

implemented in other European countries and how the Georgian prevention workforce can benefit from introducing the EUPC training in the national language.

Under the same technical cooperation project, in two editions (each of 5 half days, 4-8 July and 14-18 November), 34 Georgian practitioners received online training from the EMCDDA on drug treatment interventions developed and delivered together with key EU clinical trainers. Based on pre-assessed local needs, the course 'Drug treatment interventions aligned with EU quality standards' focused on responses to specific drugs and patterns of use. It consisted of six modules: action framework for developing health and social responses to drug problems, cannabis, opioids, stimulants, polydrug use and the implementation of quality standards for drug services. In addition, eight miniguides of the *European Responses Guide* and the guide to implementing quality standards were translated into Georgian.

Staff members of the Georgian NDO visited the EMCDDA in May for a workshop on drug monitoring and reporting. Sessions focused on the EMCDDA's five key epidemiological indicators, its crime and market indicators, and the EU EWS on NPS. The sessions helped to identify information gaps and areas for improvement regarding data collection and monitoring tools. The NDO, based at the Georgian Ministry of Justice, is the EMCDDA's principal counterpart in the project and serves as the main coordinating body for drug monitoring in the country.

Law enforcement professionals (police and customs) participated in training organised by the EMCDDA and CEPOL (see 'Main area 2: Security'). Although these activities were for professionals in the EU Member States, participation was extended to the EMCDDA's technical cooperation project partners. In addition, the dedicated online training 'Synthetic drugs' for the ENP-East region took place on 8 September for 11 participants from five countries. The training was implemented in cooperation with CEPOL.

In addition to the training activities, experts from the IPA7 (40 experts), EU4MD (46 experts) and EMCDDA4GE (four experts) beneficiaries participated in the EMCDDA key expert meetings held in 2022 (GPS, DRID, DRD, TDI, PDU), in the annual meeting of the reference group on drug supply indicators, and in the dedicated workshops of the Legal and Policy Correspondents and the EU EWS. Under the IPA7 project, specific satellite meetings for experts from the Western Balkan region have been organised for most of the EMCDDA key expert meetings. For details on these expert meetings, see 'Main area 1: Health' and 'Main area 2: Security'.

On 10-13 May representatives of candidate, potential candidate and neighbouring countries of the EU joined members of the EMCDDA's Reitox network for the agency's 2022 Reitox week. The purpose of this annual event is to broaden the scope of the regular HFP meetings, underline the usefulness of the EU drug monitoring model, add impetus to the agency's technical cooperation with partners outside the EU and learn from each other's experience. The theme of the extended network meeting on 11 May was 'Contemporary drug issues among youth — European Year of Youth'. This featured presentations from keynote speakers on drug use among adolescents, the impact of drugs on communities, new drug use trends, crime and crime prevention, and young people in crisis situations. This year, Reitox week brought together participants from 48 countries, including 29 NFPs (EU 27, Türkiye and Norway), five Western Balkan partners (IPA7 beneficiaries), 13 ENP countries and Switzerland.

Reitox week opened on 10 May with the IPA7 project coordination meeting.

Publications and communication

While the main focus of the technical cooperation projects is capacity building and knowledge transfer to the relevant EMCDDA partners, the projects produced some other important results in the course of the year.

Examples are presented below. (See also 'Main area 1: Health' and 'Main area 2: Security'.)

Overview of drug markets in the European Neighbourhood Policy-East countries. This report presents an analysis of the drug markets in the ENP-East region covering Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. Focused on providing insights into drug production, trafficking, sale, use and harms, the report contains data and information from studies conducted between 2019 and 2022 in the framework of the EU4MD project, funded by the European Commission. It concludes with an outlook on key areas for policy and practice to address emerging drug market challenges.

Overview of drug markets in the European Neighbourhood Policy-South countries. This report presents an analysis of the drug markets in the ENP-South region covering Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia. Focused on providing insights into drug production, trafficking, sale, use and harms, the report contains data and information from a review of publicly available information and selected studies conducted between 2019 and 2022 in the framework of the EU4MD project, funded by the European Commission. It concludes with an outlook on key areas for policy and practice to address emerging drug market challenges.

Drug-related health and security threats in the Western Balkans. This report presents a comprehensive analysis of the drug situation in the Western Balkans, focusing on health and security aspects. It provides a holistic and strategically oriented understanding of the drug situation by bringing together the available information on drug policies and interventions, patterns of drug use and their consequences, as well as data on drug production and trafficking, and how these may impact on broader security-related concerns. The publication was prepared in the framework of the EMCDDA-IPA7 project, financed by the European Commission.

Mapping prevention systems in the European Neighbourhood Policy area: a baseline for future monitoring and responses (EU4MD briefing). This briefing describes the rationale and methodology of the mapping of national prevention systems in ENP area countries, which was supported by the EU4MD project in 2021. It presents selected findings and highlights key challenges encountered.

EU4Monitoring Drugs (EU4MD) interactive timeline. This highlights some of the project's achievements.

In 2022 the first analyses from the pilots of the European Web Survey on Drugs (see 'Main area 1: Health' for details) were published. The studies were planned and conducted in 2020-2021, and in 2022 first results were released for Lebanon, Ukraine and Georgia. The products are multilingual, to raise the relevance of work in the partner countries. The European Web Survey on Drugs 2021: top level findings in the Western Balkans was also published.

In addition, the EMCDDA web page 'Penalties at a glance' was updated with data about drugs laws from 10 partner countries (eight ENP and two IPA).

Closing conference of EU-funded technical cooperation projects: in the spotlight

On 21 November the EMCDDA hosted the closing conference of its international cooperation projects with the Western Balkans and ENP region.

The two-day event was held on the margins of Lisbon Addictions 2022. Under the theme 'Drugs beyond EU borders: emerging trends and preparedness', the event focused on cross-border drug-related health and security threats in the Western Balkans and on drug markets and emerging drug-related challenges in the ENP region.

Over 80 participants from 18 partners, EU institutions and other bodies attended the meeting (in Lisbon and online) to discuss the results of this cooperation. Among other issues, experts looked at the preparedness of health and security services in the regions to address the emerging threat of cocaine trafficking and use. The meeting also provided a platform for partners to present work undertaken in the framework of the projects aimed at improving knowledge on the drug situation in the region and at scaling up responses.

Also on the agenda was an award ceremony, during which participants of a recent online training course — Reitox Academy on Report Writing — received certificates. During the ceremony, the updated national drug situation overviews of Serbia and Northern Macedonia were launched. These reports are the result of an eight-month online capacity-building exercise, organised with the support of the Austrian Reitox NFP.

Finally, in cooperation with the Portuguese NFP (Serviço de Intervenção em Comportamentos Aditivos e Dependências, SICAD), the meeting concluded with on-site visits to a commission for the dissuasion of drug use, a judicial police forensic laboratory, a community-based harm-reduction programme, a low-threshold mobile unit for methadone distribution, and a drug consumption room.

Participants at the closing conference on international cooperation projects with the Western Balkans and ENP region in Lisbon.

The achievements of the IPA7 and EU4MD will be taken forward by the new technical assistance projects IPA8 and EU4MD II, which will start in January 2023.

EMCDDA became an official partner of COPOLAD III

On 21 July the EMCDDA became an official partner of COPOLAD III ([6]), a programme promoting dialogue and bi-regional cooperation on drug policy between the EU and LAC countries. The programme, which began in February 2021, will run until January 2025 with a total budget of EUR 15 million.

Funded by the EU, the programme is led by the International Ibero-American Foundation for Public Policies and Administrations (FIIAPP), in consortium with the Italo-Latin American International Organization (IILA). Collaborating in the programme with the EMCDDA is the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ).

The EMCDDA signed a grant agreement with IILA for EUR 800 000 which will run until October 2024. This paves the way for a range of activities supporting LAC countries through a stronger focus on data collection, evidence-based policies and research.

When delivering the activities, the agency will apply co-production and co-ownership principles and adopt a multiple stakeholder and multidisciplinary approach. It will also use EMCDDA toolboxes and resources for data collection and analysis. These cover key epidemiological and market indicators; early warning system methods; prevention platforms and tools; and health and social responses guides. Methods will be adapted to national circumstances, and tools will be translated where necessary.

Activities will address the need to increase national capacity to better use information for policies and action. This will be done through targeted training activities and co-production workshops to develop tailored outputs to support practice configured to local needs.

On 14-15 September 2022 the EMCDDA attended the first meeting of the working groups on NDOs led by FIIAPP. EMCDDA experts participated in the International Conference on Novel Psychoactive Substances in Panama (24-26 October 2022), also meeting Panamanian authorities on the margins of the conference.

The EMCDDA organised a networking event on the margins of the LX Addiction Conference in November 2022. Experts from LAC countries attending the conference were invited to meet the EMCDDA Director, Alexis Goosdeel, and the COPOLAD III Director, Javier Sagredo, to identify possible future cooperation and activities.

New phase of EU Central Asian Drug Action Programme

The latest phase of the EU-funded Central Asian Drug Action Programme (CADAP 7) was celebrated on 29 March in Bishkek, Kyrgyzstan. The EMCDDA participated in the official launch ceremony as one of the EU agencies providing ad hoc support to the programme until 2024. CADAP 7 reflects the EU's long-term engagement with Central Asian partners to help further strengthen their national policies in drug demand reduction. Five Central Asian countries participate in CADAP: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

Celebrating the International day against drug abuse and illicit trafficking with key partners

On 24 June, ahead of World Drug Day (26 June), the EMCDDA organised a reception for the diplomatic corps in Lisbon. The event offered the opportunity for the agency to share updates on the international drug situation with its guests. Speeches were given by António Lacerda Sales, Portuguese State Secretary for Health, and Alexis Goosdeel, EMCDDA Director.

([6]) Initially launched in 2011, COPOLAD aims to identify common priorities and coordinate policies to tackle challenges related to the global drugs problem. The EMCDDA provided ad hoc support to the first two phases of the project, COPOLAD I (2011-2015) and COPOLAD II (2016-2020).

Business driver 3: Scientific capacity

Scientific Committee activities

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

During the year the committee — composed of 15 high-level scientists selected from the EU Member States, Norway and Türkiye — met twice in Lisbon, on 20-22 April and 13-14 October.

The Scientific Committee adopted a formal opinion on the EMCDDA's Single programming document (SPD) 2023-2025 and provided input on the agency's main projects and scientific publications, in line with the guiding principles for the review of selected publications. The Scientific Committee also contributed to the HDG's annual dialogue on research. During the year the committee continued to make a significant contribution to upholding the agency's scientific integrity, covering the most relevant scientific fields linked to the problems of drugs and drug addiction today.

Enhancing the EMCDDA's scientific capacity

Much of the work in 2022 was dedicated to the preparation and organisation of the fourth European Conference on Addictive Behaviours and Dependencies — Lisbon Addictions 2022 — which took place on 23-25 November 2022. Once more, this was jointly organised by SICAD, the journal *Addiction*/Society for the Study of Addiction, the EMCDDA and the International Society of Addiction Journal Editors.

Lisbon Addictions 2022: in the spotlight

The overarching theme for 2022 was 'Global Addictions'. It was explored from a variety of angles, from international policies and interventions to innovative methods and human rights, in order to reflect the evolution and increasing complexity of addictions, the emergence of new addictive behaviours and the changing communities.

Lisbon Addictions 2022 was attended by a total of 1 757 participants from 84 countries. This compares with 1 337 participants from 73 countries in 2019. The participants were researchers, practitioners and policy experts from all over the world and from a range of specialist areas.

Over 1 000 presentations were given across 200 sessions, including plenaries, 'big debates', structured sessions, workshops, oral presentations, short communications and e-poster guided tours. Over 25 internationally renowned researchers and professionals also contributed their expertise to keynote addresses and panels exploring challenges relating to illicit drugs, alcohol, tobacco, screen addiction, gambling and other addictive behaviours.

Forty-seven EMCDDA staff participated in the conference and delivered 38 presentations or other contributions. Side events organised by the EMCDDA included the IPA7 and EU4MD closing conferences, the EUPC training event, and a symposium on gender and drugs.

The conference was supported by several renowned international partners: the European Commission, the UNODC, the WHO, the Pompidou Group from the Council of Europe and CICAD.

The final programme, presentations and recordings of the event can be found on the conference website.

Organising Committee of Lisbon Addictions 2022.

The EMCDDA also played a key role in the activities that were carried out in 2022 by the EU Agencies Network on Scientific Advice (EU-ANSA). In that regard, the EMCDDA attended the two regular network meetings that were organised on 19-20 May (online) and 27-28 October (in Copenhagen). The agency co-led on the EU-ANSA scientific quality working group and led the EU-ANSA Futures cluster, gathering agencies that are conducting foresight activities in their respective areas of competence. Two EU-ANSA Futures cluster meetings took place in 2022, on 7 April and 20 October (both online).

The EMCDDA further enhanced its foresight portfolio by developing its competence in applying futures methods and tools and conceptualising the innovation framework with a regular EMCDDA horizon-scanning approach. In that regard, the agency developed and published an EMCDDA foresight toolkit for future exercises carried out either within the agency or by its stakeholders. After its launch in June, the toolkit was presented at an EMCDDA webinar and used as a training resource at a Reitox Academy for NFPs.

Preparing for the future — applying a foresight approach in the drugs field: in the spotlight

Analysing potential futures to support decision-making today is increasingly used in a world characterised by rapid, volatile and complex change. More and more organisations, including EU bodies ([7]), are integrating foresight approaches into their activities. Against this backdrop, in June the EMCDDA launched a new online toolkit to help stakeholders in the drugs field implement their own foresight exercise.

This toolkit, *How to run a trends workshop — An EMCDDA foresight toolkit for the drugs field*, aims to support the EMCDDA's stakeholders, other actors and researchers in the drugs field to implement their own foresight exercise in the form of an introductory trend-based workshop. It describes briefly the foresight and trend analysis approach and the general principles of how both can be applied

To mark the launch of the toolkit, on 23 June the EMCDDA organised a webinar entitled 'Preparing for the future — applying a foresight approach in the drugs field'. The event aimed to promote a foresight approach and increase foresight literacy among EMCDDA stakeholders, take stock of current initiatives in this area and reflect on possible ways forward.

The toolkit was also used at the Reitox Baltic Academy on Futures which took place in Gdansk (Poland) on 6-7 September. A total of 13 participants from five countries (Estonia, Finland, Latvia, Lithuania, Poland) attended the academy.

([7]) EU institutions, including the JRC of the European Commission, the Science and Technology Options Assessment Panel of the European Parliament, and other EU technical agencies, are increasingly integrating foresight approaches into their work streams. Within the public sector, foresight approaches aim to promote systems thinking, gain anticipatory knowledge and use participatory processes that deliberately cut across the traditional boundaries of policy areas and institutional silos.

Finally, in 2022 the EMCDDA continued to contribute to EU and international research, activities and projects. Among other initiatives, the agency's staff participated in the follow-up to the Directorate-General (DG) for Research and Innovation's webinar 'Gender Equality Plans: an eligibility condition for participating in Horizon Europe'.

Business driver 4: Management

EMCDDA Director: main external activities

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

The objectives of these activities were multiple: to inform on the performance of the EMCDDA in delivering on its mandate and implementing its annual work programme; to communicate the scientific evidence resulting from the agency's monitoring and analytical work; to strengthen the EMCDDA's relationships with its key partners; and, last but not least, to provide high-level input, as required, to the ongoing revision of the agency's mandate (for details, see 'Business driver 1: Institutional').

These high-level communication efforts, which mainly involved the participation by the EMCDDA Director in both online and in-person events and missions, were focused on the agency's key customers, namely the drug policymakers at EU and Member State level, and the practitioners working in the field. Important institutional exchanges also took place with high-level representatives of some international organisations and third countries.

EU bodies

In terms of EU policymakers, the Director presented the main findings of the EDR 2022 at the virtual launch on 14 June 2022, with the participation of the Commissioner for Migration and Home Affairs, Ylva Johansson, and the Chair of the EMCDDA Management Board, Franz Pietsch (video messages). He also presented the EDR 2022 to the members of the LIBE Committee on 15 June 2022.

The Director had meetings with Member of the European Parliament Isabel Santos (Portugal, Socialists and Democrats Group), member of LIBE and rapporteur for the new Regulation on the EU Drugs Agency, and other members of the LIBE Committee.

On 2 February the Director gave a presentation at the first meeting of the HDG of the Council under the French Presidency, which was held by video conference, on the European Commission's proposal for a Regulation on the EU Drugs Agency. In 24 February Mr Goosdeel participated in an informal video-conference meeting of the members of COSI. The Director attended the HDG meeting in Brussels on 1 March.

On 3 March the Director made an intervention at the working lunch with JHA Ministers and the Comité Latino-Américain de Sécurité Intérieure at the Council in Brussels. The topic for discussion was cooperation in the fight against organised crime, in particular the fight against drug trafficking.

Roundtable on 'Internet: an innovative approach to care in addictology' at the EU National Drug Coordinators Meeting under the French Presidency of the Council of the EU on 8 April. On the panel: Jean Pierre Thierry, Doctor in Public Health and health-related informatics; Alexis Goosdeel, EMCDDA Director; Victor Sannes, National Drugs Coordinator, Netherlands; Nicolas Prisse, President of the French Interministerial Mission for Combating Drugs and Addictive Behaviours (Source: Instagram post).

On 8 April Mr Goosdeel participated in a roundtable on 'Internet: an innovative approach to care in addictology' at the EU National Drug Coordinators Meeting under the French Presidency of the Council of the EU.

The Director presented the modules on cocaine and methamphetamine of the *European Drug Markets Report 2022*, together with a representative of Europol, at the HDG meeting of the Council on 3 May. The joint launch and press conference by the EMCDDA Director and the Executive Director of Europol took place in Brussels on 6 May.

With regard to relationships with other EU agencies, the Director visited Europol in The Hague on 29 April 2022 to discuss with the Executive Director, Catherine De Bolle, ways to further enhance the cooperation between the two agencies.

Mr Goosdeel participated in the meetings of Heads of EU Agencies in February (online) and in October (in Barcelona). He also participated in the annual meeting of Directors of JHA agencies organised by CEPOL on 28-29 November in Budapest. On this occasion he signed a working arrangement between the EMCDDA and CEPOL with Montserrat Marín López, Executive Director of CEPOL.

The Director had regular meetings with representatives of the European Commission during the year.

EU Member States

The EMCDDA Director had extensive contacts with representatives of the EU Member States.

On 16 February he had an online meeting with Burkhard Blienert, Commissioner of the German Federal Government for Drug and Addiction Policy, as well as Petra Brakel and Markus Riehl, from the Ministry of Health.

On 22 February the Director had a video conference with the new Czech national drug coordinator, Jindrich Voboril, and representatives of the Czech Presidency (June-December 2022).

In February, in The Hague, the Director met with Marjolijn Sonnema, Director General for Public Health at the Dutch Ministry of Health, Welfare and Sports, and Victor Sannes, National Drug Coordinator and member for the Netherlands on the EMCDDA Management Board.

The Director made an intervention in a hearing at the Committee for Transversal Issues of the Belgian Senate Parliament on the information report about the evaluation of the drugs legislation of 24 February 1921, and spoke at a hearing at the Health and Consumers Committee of the Spanish Parliament on cannabis regulation.

The Vice-Prime Minister and Minister of Health of Luxembourg, Paulette Lenert, visited the EMCDDA in the framework of an official visit to Portugal on 20-21 June. The Director participated in a ministerial consultation meeting on the legal regulation of cannabis for non-medical use between Germany, Luxembourg, Malta and the Netherlands, organised on 15 July at the Ministry of Justice in Luxembourg.

The Director made an online intervention on 'Principales tendencias e innovaciones internacionales en la planificación de las adicciones' (Main trends and international innovations in plans for addictions) on 4 October at a seminar on 'Reflexión nuevo Plan de adicciones' (Reflection on a new plan for addictions), organised by the Directorate of Public Health and Addictions of Spain. On this occasion he visited several drug services in Barcelona.

On 5-6 September the Director met with the Deputy Minister of Justice of Georgia and signed a working arrangement with him.

In October the Director paid an official visit to Stockholm, where he gave a presentation at a seminar with the Swedish civil society organisations and national public agencies, and met with the national authorities (Ministry of Health and Social Affairs, Public Health Agency, Ministry of Justice), the team preparing the Swedish Presidency of the Council of the EU in the first half of 2023, and representatives of the Commission of inquiry into evaluating Swedish drug policy.

The Director participated in the fourth European Conference on Addictive Behaviours and Dependencies — Lisbon Addictions 2022 — which took place on 23-25 November at the Lisbon Congress Centre.

On 5-6 December the Director paid a visit to Lithuania. He participated in a conference on 'New psychoactive substances: known unknown', organised by the Drug, Tobacco and Alcohol Department of Lithuania, and met with members of parliament and representatives of national authorities.

At the beginning of December the Director gave a keynote presentation, 'New trends and developments at an EU level. Prepared for an uncertain future?', at a national drug conference in Bergen, Norway.

On 12 December Annelies Verlinden, Minister of the Interior, Institutional Reform and Democratic Renewal of Belgium, paid an official visit to the EMCDDA.

The Director participated in and made a presentation at the Ministerial Conference of the Pompidou Group of the Council of Europe on 13-14 December in Lisbon. He signed an appendix to the MoU between the EMCDDA and the Pompidou Group, together with Denis Huber, Executive Secretary of the Pompidou Group.

Mr Goosdeel gave lectures during the year, at the Faculty of Law of the Aristotle University of Thessaloniki, as part of its Master's programme Criminal Law and Addictions, along with the University of Nicosia and KETHEA, and as part of a course to the students of the Master in Addictions organised by the Medical School of the National and Kapodistrian University of Athens. He visited a new drug consumption room in Athens and met with Athanasios Theocharis, President of the Organisation Against Drugs, which is responsible for the facility.

International organisations and third countries

On 15 February Mr Goosdeel gave a keynote presentation, 'Policy challenges linked to drug supply and use in the EU, in the context of the COVID crisis', at the opening event of the new COPOLAD III programme.

He attended the 65th session of the CND and gave speeches at several side events.

EMCDDA operational response to the COVID-19 pandemic

While the COVID-19 pandemic continued in 2022, the high vaccine uptake in the general population (in Portugal in particular) and the circulation of new virus variants (Omicron) that were associated with lower rates of complications and deaths led to a graduate lifting of restrictions and a new 'live with the virus' phase.

Against this background, while the business continuity plan was no longer active in 2022, the EMCDDA continued to apply COVID-19 safety measures at its premises, in line with the corresponding rules in Portugal and the guidelines received from EU institutions.

In line with the recommendations of the European Commission, throughout the year the agency maintained a hybrid working mode, which allowed the staff to telework for a maximum of three days a week.

Whenever possible, online meetings were encouraged, as an efficient, environmentally friendly alternative to travel and missions.

In that regard, investments were made in information and communication technology (ICT) equipment to facilitate video-conferencing.

Data protection activities

Regulation (EU) 2018/1725 on data protection was fully observed during the year and the activities required regarding data protection records in particular were carried out.

Strategic planning and corporate performance monitoring and reporting

In terms of operational planning and monitoring, the EMCDDA ensured the efficient implementation of the annual work programme 2022, which was part of the SPD 2022-2024. The agency reached 95 % of the results defined in the work programme as level 1 priorities, 81 % of the level 2 priority results and 61 % of the level 3 priority results (see Annex Ia and Annex Ib).

The next SPDs — for 2023-2025 and 2024-2026 (preliminary draft) — were delivered in a timely manner to the EMCDDA's stakeholders and both documents were adopted by the Management Board in December 2022.

With regard to corporate reporting, the main output was the *General Report of Activities 2021*, which was adopted by the EMCDDA Management Board through written procedure and published on 15 June. The report highlighted that 2021 was a year of transformation for the EMCDDA: the agency reached new milestones on its journey towards becoming a customer-centric, data-driven and digitally enabled organisation, and these were among the recurring themes in the report.

Financial resources management

The priorities in the field of financial resources management were effective and timely planning, monitoring and execution of the EMCDDA budget, and optimisation of all the related processes. These were complemented by the efficient use of material resources. In this context, the EMCDDA achieved top performance in terms of budget execution, with close to 100 % of commitment appropriations executed (see Table 2). In terms of procurement execution, the procurement plan was put in place and successfully executed in close collaboration with all units.

TABLE 2. **Budget execution**

Commitment appropriations	98.78 %
Payment appropriations	96.65 %
Consumption of 2022 (C8) credits	88.98 %

The *Final EMCDDA Annual Accounts for the Financial Year 2021* were drawn up and signed off by the Accounting Officer on 23 May and approved by the Director on 24 May. The favourable opinion of the Management Board was given on 21 June. The present annual accounts, together with the opinion of the Management Board, were sent to the Commission's Accounting Officer, the Court of Auditors, the European Parliament and the Council on 22 June.

Human resources management

The sound management of existing processes, as required by the applicable Staff Regulations and their implementing rules, remained key in 2022.

Another priority was the organisation of appropriate training for the agency's staff to support the effective implementation of the EMCDDA's new long-term strategy. The average number of training days per staff member was 3.3, slightly above the target of 3 days per staff member (KPI 2.3; see Annex 1b).

Facilities support services

In the area of logistics and infrastructure management, ensuring a healthy and safe working environment remained key in 2022.

To that end, the identification of health and safety risks for staff remained one of the main priorities for the agency, as did increasing effectiveness, efficiency gains and cost savings, including through further synergies with the European Maritime Safety Agency (EMSA). The information included in the risk registry was adapted following the annual risk assessment exercise that was delivered in 2022.

The agency also implemented further measures to guarantee the efficient use of the EMCDDA infrastructure, with special attention paid to controlling utilities-related costs and to building possible further synergies with EMSA, as well as measures to ensure a safe working environment. In this respect, it is worth noting that no work-related accidents were reported in 2022. In terms of utility costs, the agency managed a reduction of 29.2 % compared with 2021 (see Annex Ib for more details).

In line with the policy in place at the EMCDDA, this was complemented by environmentally friendly measures (see Annex VII).

The EMCDDA recognises that as a public institution, it needs to actively monitor its environmental performance and implement measures to reduce any negative environmental impact. The agency publishes a yearly environmental report, which is featured in its *General Report of Activities*.

ICT support services

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

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

With regard to providing support for core business areas, in 2022 the priority continued to be to support the organisation to set up and manage the new hybrid working conditions brought about by the COVID-19 pandemic since 2020.

To that end, much of the effort in this area during the year was dedicated to ensuring that the teleworking conditions ran smoothly and that EMCDDA staff could efficiently perform their activities remotely. The maintenance of the EMCDDA workstation transformation programme was key to that. This initiative, which aims to create a modernised digital workplace that will enable the agency's staff to make full and efficient use of teleworking as an increasingly established work practice, was successfully completed. Managing change and striving to improve user experience have driven the process.

Furthermore, investments were made in upgrading the meeting rooms at the agency's headquarters and equipping them with a more appropriate video-conferencing system, allowing for the organisation of larger online and hybrid meetings.

At strategic level, discussions began under the umbrella of the EMCDDA ICT Steering Committee on how the area should support the preparation for the new mandate of the agency, which will enter into force in 2024.

One of the pillars is digital transformation. In that regard, further progress was made in implementing the Extranets, Collaboration, Intranet and Document Management (ECID) programme. Planned to run until 2025, with elements launched consecutively since 2021, ECID aims to transform the internal EMCDDA platforms for communication and collaboration, with a view to allowing more interactivity, and overall more work efficiency and transparency, accompanied by up-to-date security and privacy measures. As part of this programme, 20 000 documents were uploaded to the internal collaborative platform Documenta in 2022, while 500+ external users benefited from the exchanges on the EMCDDA's Connect portal.

Another initiative that aims to increase the EMCDDA's digital maturity is the business enterprise architecture project. This made further progress in 2022, with support from an external contractor, and in close synergy and complementarity with the new business model initiative.

Last but not least, the ICT area had an important role to play in ensuring the EMCDDA's compliance with several fundamental EU regulations, such as the upcoming European Cybersecurity Regulation and the General Data Protection Regulation. In that regard, in 2022 the EMCDDA stepped up its efforts towards guarding the cybersecurity of its operations, in line with the applicable EU institutions' policies and directives. However, a significant budget reinforcement is needed to cope with dynamic cybersecurity developments.

Synergies and efficiency gains

Synergies with EMSA were further pursued in the areas of staff training, infrastructure management and ICT.

PART IIA
Management

2.1. Management Board

Main decisions

As usual, the Management Board met twice during the year, in hybrid format (in Lisbon and by video conference). The first meeting took place on 21 June and the second on 15-16 December 2022.

At the June meeting, the Management Board held a first exchange of views on the drugs situation in Ukraine and in the neighbouring countries, on the basis of the preliminary findings of an EMCDDA trendspotter briefing on service responsiveness and preparedness in addressing drug-related needs of displaced Ukrainians in EU countries bordering Ukraine.

An important agenda item was the state of play of the negotiations on the EC proposal for a new Regulation on the EU Drugs Agency. Laura d'Arrigo, member for France on the EMCDDA Management Board and Chair of the HDG under the French Presidency of the Council of the European Union, presented the revised text of the EC proposal for a new Regulation on the EU Drugs Agency, as adopted by the Ministers at the Council. The European Commission updated the Management Board members on the legislative procedure. Norway and Türkiye provided information on financial, administrative and legal issues for non-EU EMCDDA members. Finally, the Director made some remarks.

The Management Board mandated the Director to negotiate a working arrangement with Peru's National Commission for Development and Life without Drugs, and approved the working arrangement with CEPOL.

The Management Board gave a favourable opinion on the EMCDDA's final annual accounts for 2021 and congratulated the Director and his staff on the excellent budgetary execution.

The Management Board decided to renew the members of the EMCDDA Scientific Committee until the new Regulation on the EU Drugs Agency (COM(2022)18) becomes applicable and to extend the validity of the reserve list for the same period. The Management Board further extended the validity of the existing approved list of experts to be used by the EMCDDA Director to extend the Scientific Committee for the purpose of ensuring a balanced assessment of the risks posed by NPS until the new Regulation on the EU Drugs Agency (COM(2022)18) comes into force.

At its 66th meeting on 15-16 December 2022, the Management Board held an exchange of views on the drugs situation in Ukraine and in the neighbouring countries. Oleksandr Bukrieiev, Head of the International Cooperation Unit at the Institute of Psychiatry, Forensic Psychiatric Examination and Drug Monitoring of the Ministry of Health of Ukraine, presented (online) an overview to Management Board members of the latest drugs situation in the country.

The European Commission updated the Management Board members on the negotiations for the EC proposal for a new Regulation on the EU Drugs Agency. The Management Board endorsed the EMCDDA implementation plan for the entry into force of the expected new regulation.

As usual at the December meeting, the Management Board adopted the EMCDDA's 2023 budget and preliminary draft budget for 2024, as well as an addendum with a breakdown by title of the additional 2024 resources likely to be brought by the revision of the mandate.

In line with the provisions of Article 32 of the Framework Financial Regulation applicable to EU agencies and of the EMCDDA Financial Regulation, the Management Board adopted the EMCDDA's SPD for the period

2023-2025, including the 2023 work programme. The Board also adopted the EMCDDA's preliminary draft SPD for 2024-2026, which includes the preliminary draft work programme for 2024.

In restricted session, the Management Board unanimously elected Sanja Mikulić, substitute member for Croatia on the EMCDDA Management Board, as member of the Budget Committee for a mandate as of 1 January 2023, and until the new regulation becomes applicable.

The Management Board approved the working arrangement between the EMCDDA and Peru's National Commission for Development and Life without Drugs, as well as the one with FIIAPP, and mandated the Director to sign these working arrangements.

The Management Board took note of the outcome of the assessment of the latest declarations of conflict of interest by members, substitute members and observers conducted by the EMCDDA Director, which has revealed that at present there are no conflicts of interest.

2.2. Major developments

As mentioned in the report, the development with the greatest impact on the future of the EMCDDA, and of EU drug monitoring, was the launch of the EU ordinary legislative procedure for the adoption of a new, broader mandate for the EMCDDA, further to the proposal put forward by the European Commission on 12 January.

An implementation plan was prepared and submitted to the EMCDDA Management Board for endorsement in December. The document will guide the preparatory work of the agency in 2023-2024 and its first activities under the new regulation, the adoption of which at EU level will take place in 2023, for application as of 2024.

2.3. Budgetary and financial management

Information on budgetary and financial management is provided by the report included in the EMCDDA's annual accounts for 2022 (see Annex VIII).

In terms of procurement execution, the 2022 procurement plan was put in place in line with the EMCDDA 2022 Management Plan and was successfully executed in close collaboration with all units.

The negotiated procedures launched during the course of the year are outlined in Tables 3 and 4.

TABLE 3. **EMCDDA negotiated procedures in 2022**

Tendering	2022 figures	Number of direct contracts	Number of framework contracts
Negotiated procedures — see Annex I, Section 11.1(a) of the financial regulation applicable to the general budget of the Union (exceptional procedures)	0	0	0
Negotiated procedure — single tender (*)	77	76	1
Negotiated procedure — at least three candidates	4	2	2
Negotiated procedure — at least five candidates	2	2	0
Open procedures	1	1	0
European Commission frameworks joined	0	0	0

(*) Including appointment letters and very-low-value contracts.

TABLE 4. **EMCDDA negotiated procedure values in 2022**

	Works		Supplies		Services		Total for 2022			
	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	%	Volume of contracts (EUR)	%
EUR > 1 000 and ≤ 15 000	2	5 085	6	39 823	70	510 252	78	95 %	555 159	**66 %**
EUR > 15 000 and ≤ 60 000	1	49 000	0	0	1	35 000	2	2 %	84 000	**10 %**
EUR > 60 000 and ≤ 144 000	1	100 000	0	0	1	100 000	2	2 %	200 000	**24 %**
Total	4	154 085	6	39 823	72	645 252	82	100 %	839 160	100 %

Summary of budgetary operations, revenue and expenditure

The information about the appropriations transferred in 2022 can be found in the report on budgetary and financial management, as included in the EMCDDA's annual accounts for 2022 (see Annex VIII).

The results achieved under the main financial/performance indicators for 2022 are: 98.78 % execution of commitment appropriations, 96.65 % implementation of payment appropriations, 88.98 % execution of appropriations carried forward from 2021 and 0.31 % cancelled/unused payment appropriations.

Information on grants, contribution and service-level agreements

Pursuant to the decision taken by the relevant EU authorities, in 2022 the EMCDDA received EUR 360 000 (45 % of the total financing) from the EU budget as the first annual instalment of EU financing for the first year of execution of the COPOLAD III programme. Further cooperation with third countries was carried out during the year within the ongoing EU-funded technical cooperation projects IPA7, EU4MD and EMCDDA4GE. No budget appropriations were made in 2022 for those projects (IPA7, EU4MD, EMCDDA4GE).

The COPOLAD III programme was launched in 2021 and will run until February 2025. It is funded by the European Union (EUR 15 000 000) and implemented by FIIAPP and IILA, with the envisaged participation of the EMCDDA and GIZ.

The participation of the EMCDDA in the implementation of the COPOLAD III programme (the so-called COP III project) will cover the period from 1 July 2022 to 31 October 2024 (for more details, see 'Business driver 2: Partnership') and will be financed by supplementary appropriations from the EU budget (total EUR 800 000), pursuant to a financing agreement to be concluded between the EMCDDA and IILA. In accordance with the relevant financing agreement, these appropriations are provided by three annual instalments, to be entered into the EMCDDA budget as assigned appropriations.

Concerning service-level agreements (SLAs) concluded by the EMCDDA, the following were in force in 2022:

- SLA between the EMCDDA and the European Commission (DG Human Resources and Security) for the provision of services (upon agreed compensation whose amount depends on the actual services provided) relating to staff training, health/medical services, safety and security;
- SLA between the EMCDDA and the European Commission (Office for the Administration and Payment of Individual Entitlements) for the provision of services (upon agreed compensation whose amount depends on the actual services provided) relating to the management of staff's pecuniary rights;
- SLA between the EMCDDA and the European Commission (DG Budget) for the provision of services (upon agreed compensation whose amount depends on the actual services provided) relating to the use of the electronic management and accounting system (ABAC) system;
- SLA between the EMCDDA and the European Commission (DG Informatics) for the provision of services (upon agreed compensation whose amount depends on the actual services provided) relating to the hosting of the ABAC, ICT procurements, e-procurement (e-Prior services) and secure connectivity/access to Commission-hosted applications (Rachel);
- SLA between the EMCDDA and the European Commission (DG Informatics) for the provision of services by the EU Computer Response Team — CERT-EU — relating to ICT security (computer emergency response);
- SLA between the EMCDDA and EMSA relating to the shared management of the premises of their headquarters and the sharing of the associated services and costs;
- SLA between the EMCDDA and EMSA relating to synergies for the sharing of ICT services and equipment;
- SLA between the EMCDDA and Europol (Siena) relating to access to the Europol database.

Further information can be found in Annex VI.

2.4. Delegation and sub-delegation of the powers of budget implementation to the agency's staff

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 transposes in its entirety the text of Commission Delegated Regulation (EU) No 2019/715.

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

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

The key actors in all steps of the EMCDDA's procedures for financial execution can be summarised as follows (see also Tables 5 and 6 below).

- Project manager: initiates and provides operational input for the administrative and financial operations related to project implementation (e.g. technical specifications for procurement procedures, cost estimates and 'certified correct' for payments).
- Financial management team: undertakes financial and procurement planning and monitoring, checking for consistency with the programming document. Financial and contractual support officers provide assistance in the preparation of administrative, financial and contractual documents with the input of the project manager involved. Specifically, financial initiating officers carry out operations using the EMCDDA's ABAC system, prior to decisions of the authorising officer.

- Executive office unit: the verifying officer carries out *ex ante* financial verification.
- Accounting officer: executes and records payments and recovery orders.

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

According to the 'Operating framework for the Reitox system' (January 2003) agreement model for annual co-financing activities by Reitox NFPs, an external audit may be carried out each year by an independent body or expert, in order to certify that any financial documents submitted to the EMCDDA comply with the financial provisions of the agreement, that the costs declared are the actual costs and that all receipts have been declared.

TABLE 5. **Key features of the EMCDDA's partially decentralised management mode**

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

TABLE 6. **Key actors involved in implementing the EMCDDA's partially decentralised management model**

Level of operations	Actors	Role/operations
Decentralised level (operational and technical units)	Project manager and head of the unit concerned	Initiates and provides operational input into 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, controls compliance with applicable regulations and processes the required financial operations
Central level (executive office unit)	Verifying officer	*Ex ante* verification
Decentralised level (operational and technical units)	Head of unit or deputy authorising officer	Authorises budgetary and legal commitments and payments
Central level (directorate)	Accounting officer	Executes and records payments and recovery orders

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

- external audits by the European Court of Auditors (ECA) (twice a year);
- external audits for specific projects (IPA-funded projects, etc.);
- discharges by the European Parliament (once a year);
- internal audits by the Internal Audit Service (IAS) of the European Commission (once a year);
- opinions of the European Commission's services on the agency's SPD (once a year);
- external periodic evaluations (set at every six years in the EMCDDA founding regulation);
- agreements by the European Commission on implementing rules for the Staff Regulations (one agreement for each rule);
- consent by the European Commission on the possible deviation of the EMCDDA financial regulation from the Commission's framework financial regulation for decentralised agencies;
- the European Data Protection Supervisor, for compliance with Regulation (EC) No 45/2001 (by prior notification and upon complaint);
- the European Anti-Fraud Office (OLAF) (upon complaint);
- the Ombudsman (upon complaint);
- the Court of Justice of the European Union (upon complaint).

Ex ante controls of financial transactions were applied exhaustively throughout 2022 to verify their compliance with the EMCDDA financial regulation and the corresponding implementing rules. These controls were carried out swiftly to ensure that payment deadlines were met, legal commitments were concluded in a timely manner and income was recovered promptly, without prejudice to the application of corrections, if required.

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

2.5. Human resources management

Human resources developments

The work to align the EMCDDA's human resources processes and policies with the reform of the EU Staff Regulations continued in 2022. As in previous years, the EMCDDA participated in the work carried out by inter-agency working groups in this area.

As regards the EMCDDA 2022 establishment plan, the total number of authorised posts was equal to that in the EMCDDA establishment plan for 2021 (i.e. 76 posts), pursuant to the relevant decision of the EU budget authority.

Brief description of the results of the screening/benchmarking exercise

The results of the EMCDDA 2022 staff screening exercise reflect the EMCDDA's efforts to ensure the effective and efficient allocation and use of its resources (see Annex IV). The results show that 74.81 % of the EMCDDA's human resources capacity was devoted to operational activities in 2022 and only 19.44 % was allocated to administrative support and coordination; the remaining 9.99 % was assigned to operations considered neutral.

2.6. Strategy for efficiency gains

As far as efficiency gains are concerned, and as they result from the EMCDDA's past and present performance in the use of assigned resources, the EMCDDA is committed to constantly improving the effectiveness and efficiency of its activities and to maximising the use of its resources. In this context, the

EMCDDA has pursued action to further rationalise and reduce the running costs of its premises — namely through measures aimed at reducing energy consumption — to offset the impact of the extension of staff working time pursuant to the entry into force of the revised Staff Regulations (e.g. by installing solar shading on glass areas, solar power panels, climate-control switches on windows and an intelligent lighting system, and by optimising heating and cooling cycles at the EMCDDA's premises).

Cooperation and synergies with EMSA have been intensified beyond those resulting from the implementation of the agreement in force between the two agencies to share the use of common areas in the compound where their headquarters are located (namely the canteen, underground parking area and conference facilities). Further cooperation and synergies have been developed, in a common effort to proactively exploit the opportunities provided by the geographical proximity of the two agencies, while safeguarding the autonomous legal personality and capacity assigned to each agency by the EU legislature. These developments concern in particular the joint procurement of shared services to increase critical mass and obtain better conditions (e.g. for maintenance, security, cleaning, catering, interim staff and medical services); the joint organisation of training activities of common interest for the staff of both agencies; and the sharing of some services/bodies, such as the EMCDDA medical officer and the invalidity and disciplinary committees. Following up on the economies achieved with the common implementation of a business continuity facility with EMSA, the EMCDDA is committed to extending the agreement.

As the new digital workplace programme develops, the EMCDDA will seek to match technological developments and to achieve further economies by updating its current infrastructure architecture. Progress in this area will depend, however, on the availability of resources.

Further synergies could be achieved through the assistance provided by EMSA in the EU Eco-Management and Audit Scheme (EMAS) certification process for the EMCDDA by providing the templates of required documents and sharing experiences. In response, the EMCDDA will provide timelines and comments on the documentation received from EMSA, to give EMSA the necessary feedback to develop a model EMAS documentation package for other EU agencies that would like to obtain EMAS certification.

2.7. Assessment of audit and *ex post* evaluation results during the reporting year

Internal Audit Service

The IAS strategic internal audit plan 2020-2022 includes two prospective audit topics for the EMCDDA: human resources management, and strategic planning and programming. The audit plan also includes follow-up activities and a reserve audit topic on international cooperation.

The audit on human resources management was concluded in 2021, and in 2022 the EMCDDA continued with the implementation of the recommendations (see Section 2.8a).

The IAS annual risk assessment for 2022 led to the prioritisation of a multi-entity audit on coordination and working arrangements in the DG Migration and Home Affairs and the EU decentralised agencies ([8]) and an audit on international cooperation, instead of the prospective audit topic on strategic planning and programming. Both audits were included in the IAS 2022 audit plan for the EMCDDA.

The multi-entity audit aimed to assess the adequacy of coordination and working arrangements of partner DGs and the respective EU decentralised agencies' governance framework as well as to a certain extent the coordination and working arrangements with other stakeholders, including EU agencies. The IAS conducted most of the audit work with the EMCDDA between March and June and concluded the audit in 2022. However, by December 2022 the findings document (advance draft report) had not yet been sent to the EMCDDA.

([8]) CEPOL, European Asylum Support Office, EMCDDA, Europol, and EU Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice.

The international cooperation audit aimed to assess the adequacy of the design, and the effectiveness and efficiency of the internal control system put in place by the EMCDDA for managing its international cooperation activities to contribute to the achievement of the EU objectives in the field of combating drugs. The IAS conducted most of the preliminary survey between September and December 2022 and the audit fieldwork was scheduled to take place in January 2023.

Therefore, at the end of 2022 there were no outstanding critical risks and recommendations from the IAS. However, the IAS noted significant delays in the implementation of the recommendations made in previous years ([9]). It referred to one recommendation, on internal communication, from the audit on human resources management; more details are provided in Section 2.8a below.

European Court of Auditors

The report issued in 2022 by the ECA on the EMCDDA's 2021 annual accounts confirmed their reliability and the legality and regularity of the transactions underlying them. In this context, no finding was mentioned or recommendation issued.

2.8a. Follow-up of recommendations and action plans for audits and evaluations

European Court of Auditors

In its report on the EMCDDA's 2021 annual accounts, the ECA did not mention any findings or express any observations requiring follow-up action by the EMCDDA.

Internal Audit Service

The IAS report on human resources management and ethics, issued in 2021, included a 'very important' recommendation related to the security controls over personal files that had a target implementation date of June 2022. The EMCDDA implemented the recommendation and notified the IAS of its 'ready for review' status in October 2022. The IAS follow-up on the action taken is expected in early 2023.

The audit report included two other 'very important' recommendations, on ethics management and workload and performance management, to be implemented by September and December 2023, respectively. These recommendations include several action items: in 2022 the EMCDDA made significant progress on the 'procedures for dealing with mistreatment cases', and on the initiatives for 'staff awareness about ethics-related procedures'. These are to be submitted to the IAS, as 'ready for review' together with the other action items.

The report also included three recommendations rated as 'important', with target implementation dates of 2021 and 2022.The EMCDDA has implemented two of them and notified the IAS of its 'ready for review' status in October 2022. The recommendations relate to the selection and recruitment procedures (conflict of interest) and to the training and development policy. The IAS follow-up on the action taken is expected in early 2023.

As at December 2022 there was one outstanding recommendation, on internal communication, which was overdue by six months. The target implementation date was 30 June 2022 and this delay happened as a result of resource constraints within the areas concerned with its implementation. The recommendation calls for the development of an overarching internal communication strategy, bringing together, and enhancing, the various sectoral approaches in place; and the development of the agency's new digital communication tool. Although the recommendation was not 'ready for review' at year-end, significant progress had been made: the internal communication strategy and the action plan were drafted using a cross-sectoral approach (communication unit, executive office unit and administration unit) and were being finalised.

([9]) IASA.2/MK/DGS/FB/AT, 22 February 2023.

Regarding the agency's new communication tools, HumHub replaced the previous intranet tool. In December 2022 it was fully operational and content sections of general interest had been created. Staff members and newcomers have been trained on how to use the tool.

Overall, the state of progress mitigates the residual risk identified by the IAS in relation to decision-making and transparency.

2.8b. Follow-up of recommendations issued following investigations by the European Anti-Fraud Office

The EMCDDA has not been the subject of an OLAF investigation in previous years and, therefore, there are no outstanding recommendations.

2.9. Follow-up of observations from the discharge authority

Measures taken in light of the observations accompanying the decision on the discharge to the EMCDDA for 2020

Observation No 11 of the discharge decision

Reiterates its concern that the Court has identified a recurrent shortcoming applying to several agencies in the use of external staff and interim workers; calls for the dependency on external recruitment in this important area to be addressed and for applicable labour law to be respected; notes the judgment of the Court of Justice of 11 November 2021 in Case C-948/191 which considered temporary agency workers at Union agencies to be part of the scope of application of Directive 2008/104/EC2; calls on the Centre to rely as much as possible on permanent staff and on the Commission to ensure appropriate human resources allocations for that purpose.

Measures taken by the EMCDDA to follow up on Observation No 11

The EMCDDA has not employed any interim staff since the end of 2021.

Observation No 12 of the discharge decision

Notes with concern the lack of gender balance on the Centre senior management with two women (22.2 %) and seven men (77.8 %) and on its management board with 22 men (69 %) and 10 women (31 %); notes that the staff overall is composed of 46 men (45.1 %) and 56 women (54.9 %); asks the Centre to ensure gender balance at the management level in the future; asks the Commission and the Member States to take into account the importance of ensuring gender balance when nominating their members to the Centre's management board.

Measures taken by the EMCDDA to follow up on Observation No 12

The EMCDDA is engaged in ensuring, as much as possible, the gender balance of its staff in management positions. For this purpose, special attention is given to this balance within the context of the recruitment policy, as a criterion (alongside geographical balance) for priority choice in the case of suitable candidates who are on equal footing in terms of compliance with the established selection requirements. There has been a wider dissemination in EU Member States of information about the EMCDDA recruitment/selection processes on top of the publication channels required by the relevant rules. The Management Board has recently addressed the Permanent Representation of the EU Members States, Norway and Türkiye on the importance of ensuring gender balance when nominating their members to the EMCDDA's Management Board.

Observation No 21 of the discharge decision

Notes that the Centre's anti-fraud strategy dates back to August 2016 and has been reported as fully implemented in the Centre's consolidated annual activity report; notes that the Centre started the procedure of reviewing the anti-fraud strategy that was expected to be fully renewed by June 2021; calls on the Centre to speed-up the update and to report to the discharge authority on the progress made.

Measures taken by the EMCDDA to follow up on Observation No 21

The renewed anti-fraud strategy was adopted by the Management Board in December 2021.

2.10. Environmental management

The EMCDDA has actively monitored its environmental performance and CO_2 footprint since 2014. Continuous improvement cycles have reduced its CO_2 footprint over the years in relation to the baseline established in 2014. The EMCDDA decided to obtain EMAS certification in 2022, and this will be completed in 2023.

Annex VII to this report provides further details on this matter.

2.11. Assessment by management

Based on the information provided in the previous subsections, the conclusion of the management assessment is that the EMCDDA's internal procedures for budget execution and internal control, including the definition and implementation of a partially decentralised management model, in accordance with the EMCDDA financial regulation, which transposes in its entirety the text of Commission Delegated Regulation (EU) No 2019/715 on the framework financial regulation for EU agencies (see Section 2.4. above), are fully effective and function well.

PART IIB
External evaluations

As a follow-up to the external evaluation of the EMCDDA carried out during 2018, the European Commission made, on the basis of the report presented by an independent consultant (ICF International), a series of recommendations for follow-up. At its meeting of 12-13 December 2019, the Management Board adopted an EMCDDA action plan to follow up on these recommendations. The actions envisaged considered the current EMCDDA mandate, as the full improvement of some areas may entail carrying out activities not necessarily covered by the existing regulation. Within this framework, the EMCDDA carried out a series of activities to address the recommendations made. The Management Board was informed annually about the implementation of the EMCDDA action plan. There follows a non-exhaustive description of the main areas covered.

The EMCDDA actively engaged with the scientific community through the Lisbon Addictions conference, through close collaborative work with the major scientific networks in the drugs area for the 2022 edition of this major scientific event. The agency continued to co-organise the yearly International Conference on Novel Psychoactive Substances, which took place on 24-26 October 2022 in Panama.

The EMCDDA continued to participate in online virtual scientific meetings and conferences, and hosted a number of technical meetings and webinars in which the scientific community participated. The agency has also continued to produce scientific outputs submitted to learned journals and has had papers accepted in high-ranking scientific journals. The agency worked in close collaboration with the European Society for Prevention Research and the Cochrane Drugs and Alcohol Group to keep the Centre's database of evidence updated. The EMCDDA actively participated in key forensic and toxicology scientific meetings and conferences.

The EMCDDA strived for forward-looking products by identifying future trends and risks to better support EU preparedness and response in the ever-changing drugs landscape. In 2022 the EMCDDA published an online foresight toolkit for the drugs area to support its stakeholders in implementing their own foresight exercise in the form of an introductory workshop, which was launched at the EMCDDA foresight webinar. Since 2020 the EMCDDA has also coordinated the work of the EU-ANSA Futures cluster, which gathers technical EU agencies, Joint Research Centre (JRC) and the DG for Research and Innovation of the EC to exchange knowledge in the foresight area. The EU EWS continues to be fully operational and highly active in issuing rapid notifications and following up on new drugs identified in Europe, and remains the unique European tool for identifying the appearance of new substances and supporting the EU legislative actions on control measures.

In 2022 NFPs participated in several meetings aimed at gathering information on the responsiveness and preparedness in addressing needs of displaced Ukrainians in EU countries bordering Ukraine. They also contributed to focus groups in the framework of the trendspotter exercise on the same topic. The EMCDDA continued to monitor and follow up on important policy developments. Work in the cannabis area is a particularly good example of this.

A digital update of the *European Responses Guide* supporting national stakeholders with state-of-the-art information in the health and social responses area was rolled out as online miniguides in 2021-2022. The EMCDDA/IPA7, EU4MD and EMCDDA4GE technical cooperation/assistance projects with priority third countries implemented a series of activities to identify and report on future trends in the drug market.

A new graphic-rich *European Drug Report: Key Issues* was developed to accompany the *Trends and Developments* report and was published in 24 languages. The 2022 EMCDDA-Europol *EU Drug Markets Report* modules were launched in fully digitalised format. A thorough analysis and benchmarking exercise was undertaken on the EMCDDA digital channels (web, social media, audio-visual) to identify new approaches and improvements that can be made. These have been piloted in various digital campaigns, for example for the 25-year anniversary celebrations and the *European Drug Report* launch. Work on the agency's digital strategy has highlighted ways in which the centre can optimise its channels and engage more with customers, by piloting podcasts and including more audio-visual material. Needs-based translation was introduced; NFPs have been more involved in translating short briefings, and video elements have been provided to them to develop their own language versions.

To increase the comparability of information and data from its main data source, the Reitox NFPs, the EMCDDA continued to implement the RDF and Roadmaps 2020 and 2025. Milestones include, as examples, the certification of the Reitox NFPs system, the promotion of the Statistical Code of Practice and of the implementation of quality assurance procedures at national level.

The EMCDDA explored definitional issues with respect to better elaborating polydrug use and how it might be measured and reported. In 2021 the EMCDDA Scientific Committee, on its own initiative, issued a draft position paper entitled 'Extending the EMCDDA's monitoring and reporting framework to cover the substance misuse topic and its consequences for European policies and responses in a more holistic manner'. The EMCDDA continues its collaboration with the ESPAD group on reporting on drug, alcohol and tobacco use among school students.

The EMCDDA's triennial programming documents, the SPDs, continue to include activities developed in cooperation with partners, and underline the added value this joint work provides to the EU. Within the EMCDDA *International Cooperation Framework 2018-2025*, in 2022 the agency signed a grant agreement with IILA to develop activities with the LAC countries in the framework of the COPOLAD III project. As under the previous phases of the CADAP project, the EMCDDA resumed its ad hoc support to the technical activities in Central Asia in the framework of the seventh phase of the project.

Information exchange in the context of the EU EWS on NPS continued with the Reitox network of EWS correspondents, Europol, EMA, ECHA, EFSA and ECDC as well as the EC JRC. International partners such as the WHO and UNODC have also been involved and provided with up-to-date information and advice.

Besides the technical cooperation projects mentioned above, the EMCDDA pursued work at international level with priority third countries and international organisations.

The agency strengthened its policy evaluation package, including both reactive responses to specific requests and proactive capacity-building activities. One of the priorities is to provide targeted support to drug policy evaluations upon request, as well as to develop policy evaluation workshops aimed at building the knowledge of those engaged in managing and making use of drug policy evaluations.

In 2022 the EMCDDA's online learning platform, PLATO, continued to enable practitioners to learn together, share knowledge and engage in a virtual community. PLATO delivered certified distance learning on the EUPC, a European adaptation of the Universal Prevention Curriculum.

In the security area, the focus continued to be on improving the scope, quality and coverage of data collected in the Member States on drug supply (drug markets, drug-related crime and drug supply reduction). Significant progress was also made in addressing methodological needs and knowledge gaps in the use of darknet markets for the supply of drugs and in the use of OSI (in cooperation with Europol and the Commission). The EMCDDA has placed additional emphasis on the production of short topic-specific briefings to assist the EU institutions (e.g. on Afghanistan, and on methamphetamine production in Europe and in third countries).

At the Management Board meeting of 15-16 December 2022, the Director announced that the EMCDDA had implemented most of the recommendations stemming from the last external evaluation, which are also largely covered by the EC proposal of 12 January 2022 on the new Regulation on the EU Drugs Agency. This agenda item will be replaced by a recurrent point on the monitoring of the EMCDDA implementation plan for the expected new regulation.

PART III
Assessment of the effectiveness of the internal control systems

3.1. Effectiveness of the internal control systems

The EMCDDA Management Board formally adopted the Internal Control Standards (ICS) in July 2010 and the new Internal Control Framework (ICF) in December 2017. Both documents were transposed by analogy and are fully consistent with the equivalent standards, principles and guidelines laid down by the European Commission. The ICF is the basis for assessing the effectiveness of the internal control system at the EMCDDA, as provided for in Article 30 of its financial regulation.

The ICF consists of five interrelated components and 17 principles aimed at providing reasonable assurance in relation to the: 1. effectiveness, efficiency and economy of the operations; 2. reliability of reporting; 3. safeguarding of assets and information; 4. prevention, detection, correction and follow-up of fraud and irregularities; 5. adequate management of risks relating to the legality and regularity of the underlying transactions.

The overall assessment of the internal control system depends on the assessment at the level of the principles and components. Besides the ongoing monitoring of internal control, embedded in the business processes of the centre, the EMCDDA performs a yearly assessment of the state of play of the ICF, which covers all control principles and components: control environment; risk assessment, including the risk of fraud; control activities; information and communication; and monitoring activities.

The EMCDDA relies on a number of sources and tools to assess the effectiveness of the internal controls, including:

- ex ante controls (financial verification);
- exceptions and non-compliant events;
- risk management process and central risk register;
- IAS audits and ECA audits;
- implementation of audit recommendations;
- validation of the ABAC rights;
- anti-fraud strategy;
- management meetings;
- budget execution.

A comprehensive document that reviews and sets out the progress made in implementing the EMCDDA's ICS was drawn up in early 2013. This document was updated regularly after that point, until 2017. Following the adoption of the ICF, a document with a full repository of the state of play of implementation of the 17 ICF principles was drafted in 2018. This document is updated regularly on the basis of needs and opportunity.

The result of the 2022 assessment is that all components are present and functioning. The assessment identified five ICF principles where some improvements may be needed, in relation to the components 'control environment', 'control activities' and 'information and communication': *The principle is present and functioning but some improvements are needed.* These shortcomings refer to:

- training and communication initiatives to further promote staff's awareness of the ethics-related framework in the EMCDDA, including surveys (control environment — ICF Principle 1 on EMCDDA's commitment to integrity and ethical values);

- development of the current competency framework for each job profile in the context of the EMCDDA business model and new mandate (control environment — ICF Principle 4 on EMCDDA's commitment to competence);
- guidelines and support to line managers for dealing with underperformance (control environment — ICF Principle 5 on EMCDDA's measures to enforce accountability);
- approach to assess staff's workload in each unit and method for monitoring time spent by staff in some relevant projects/activities (control activities — ICF Principle 10 on EMCDDA's selection and development of controls to reduce risks to the achievement of objectives);
- development of an overarching internal communication strategy bringing together and enhancing the various sectoral approaches in place (information and communication — ICF Principle 14 on EMCDDA's internal communication, including objectives and responsibilities for internal control).

These issues were also highlighted by the IAS audit on human resources management and ethics in the EMCDDA, the report of which was issued in 2021. None of them was considered critical by the IAS. The EMCDDA has acknowledged some areas to be improved and has adopted an action plan that should be implemented by the end of 2023. The overall effectiveness of the system of internal control in the EMCDDA is not jeopardised.

The financial verification and the register of exceptions did not record any event that, due to its nature or amount, is material and indicative of a critical weaknesses in the internal controls. The register documents the events that constitute a deviation from any written rules and provisions formally adopted and in force, for both financial and non-financial operations. As required, the exceptions have been approved by the relevant authorising officer.

The risk management process is also a central element in the system of internal control and, as in previous years, a comprehensive risk identification and assessment exercise aimed at improving risk management at the EMCDDA was carried out in 2022. The central risk register was kept up to date and linked significant risks with action areas of the annual work programme. This register identifies, for each area, the estimated risk level, impact and response, with mitigating measures to further reduce the residual risk. Risk assessment was carried out continuously at the EMCDDA throughout the year, while a comprehensive analysis was performed by managers in the context of preparing the SPDs. The 2022 exercise has identified risks related to the new mandate of the agency and the new business model.

The EMCDDA Management Board approved the anti-fraud strategy in June 2016, reflecting OLAF's methodology and guidance, including the rules on internal investigations, 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 whistleblowing. The strategy considered the priorities set by the European Commission within the framework of the Common Approach on EU decentralised agencies, especially the proper handling of conflicts of interest and the development of anti-fraud activities through prevention, detection, awareness-raising and closer cooperation with OLAF. The Management Board adopted a revised anti-fraud strategy in 2021, with three strategic objectives ([10]) and an action plan for implementation in 2022, which, by the year-end, was widely implemented, with only one out of 12 actions still open. Since its creation, there have been no cases of fraud in the centre and the degree of exposure of the EMCDDA to the risk of fraud can generally be considered as relatively reduced.

In terms of the prevention and management of conflicts of interest, the EMCDDA Management Board adopted a revised policy in December 2014 that reflects the common approach endorsed by the Parliament, the Council and the Commission in July 2012, calling for the development and application in all EU decentralised agencies of a coherent policy on preventing and managing conflicts of interest concerning the members of the Management Board, the members of the Scientific Committee and the agencies' directors.

The policy took into account the main recommendations addressed to agencies in this area by the European Parliament (namely within the framework of the discharge process), the ECA (in its Special Report No 15/2012 — Management of conflict of interest in selected EU agencies), the European Ombudsman (on

([10]) The strategic objectives are: (1) Promote further and maintain the EMCDDA's commitment to ethics and integrity; (2) Raise awareness and promote prevention of fraud; and (3) Strengthen the EMCDDA's internal controls for fraud prevention, detection and reaction.

the occasion of the Ombudsman's visits to several agencies, as part of a programme launched in May 2011) and the Commission's IAS, in its capacity as the internal auditor for the agencies.

The Commission worked closely with the agencies to prepare a model for guidelines on the prevention and management of conflicts of interest in EU decentralised agencies. In particular, the network of the Heads of EU agencies contributed to this preparation by gathering information about agencies' experiences and best practices in this field.

The agency also has in place conflict-of-interest policies applicable to its statutory staff, who are bound by the Staff Regulations (e.g. at the moment of taking up duty, conflict of interest of spouses, during recruitment processes).

In 2022 the following developments and consolidation also contributed to the overall effectiveness of the internal control systems.

- Measures aimed at improving project management in the EMCDDA, particularly in the ICT sector, were implemented.
- The performance model was consolidated based on a limited number (10) of composite KPIs, that is, KPIs built on and measured by sets of underlying lower-level performance indicators. This new performance model was first presented in the EMCDDA's Programming Document 2019-2021.
- Matrix continued to be developed as the corporate management information system for operational planning, monitoring and reporting of activities, and gained additional functionalities to support performance analysis and enhance user friendliness.
- Internal EMCDDA coordination mechanisms (e.g. the heads of unit meetings, editorial board meetings, product coordinating meetings, ICT Steering Committee meetings and scientific coordination meetings) further contributed to strengthening risk management processes by enhancing the capacity of managers and other key staff to closely monitor all major issues relating to the timely and effective implementation of planned activities, the delivery of outputs and the achievement of results.
- The strategy for the organisational management and internal control systems, included as an annex to the SPD 2022-2024, was drafted and formalised, in line with the applicable guidelines issued by the Commission.
- A number of communication activities relating to the management of publications will enable a better alignment of EMCDDA products with stakeholders' needs (framework for identifying main customer needs, framework for standard product management, Publication Initiation Request, Guide to producing EMCDDA scientific publications).

The EMCDDA internal controls have been shown to be effective and resilient through the challenging years of the pandemic, and although the business continuity mode due to COVID-19 was deactivated in 2021, the centre continued a tight monitoring of the situation in 2022. While there was a gradual evolution to 'normality', at year-end there remained a few residual measures adopted in the pandemic context, most visibly the possibility of teleworking.

Cost and benefits of controls

Overall, the EMCDDA considers that there is a satisfactory ratio between the cost and benefits of the controls in place in the centre. It has put in place an effective system of internal controls that has been able to lead the centre into the achievement of its main outputs and strategic objectives while complying with the applicable regulatory framework and sustaining a sound control environment. The EMCDDA performs exhaustive *ex ante* controls on the operational and financial aspects of all transactions, as well as *ex post* on-the-spot checks on a limited selection of NFPs. Referring to its objectives, risk profile and available resources, the EMCDDA has developed a balanced approach that ensures that the actions and tools used are appropriate and proportionate to the quantity and quality of the centre's deliverables, as set out in the programming documents. This is without prejudice to further adjustments that the future perspectives of the EMCDDA may render convenient or necessary.

3.2. Conclusions of the assessment of internal control systems

Based on the information provided under Section 3.1 above, the overall result of the management assessment of the effectiveness of internal control system as a whole is that it is fully effective and functioning well.

3.3. Statement of the manager in charge of risk management and internal control

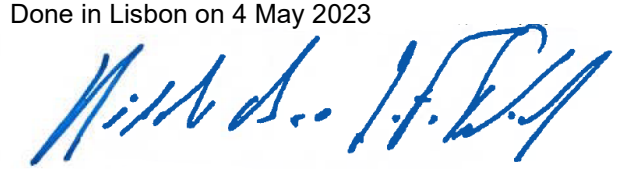
Statement of the Manager in charge of risk management and internal control

I, the undersigned,

In my capacity as Manager in charge of risk management and internal control within the EMCDDA, declare that in accordance with the EMCDDA's Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the agency to the Executive Director.

I hereby certify that the information provided in the present *General Report of Activities* and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

Done in Lisbon on 4 May 2023



Hélder Vasco Travado

Risk Assessment Management Officer

Part IV
Management assurance

4.1. Review of the elements supporting assurance

The declaration of assurance of the authorising officer is based on the following combination of external and internal oversight and control procedures over the EMCDDA's organisation and activities:

- the assessment of the effectiveness of the internal control system;
- the risk management exercise;
- the statement of the manager in charge of risk management and internal control;
- the accounting officer's certification of the 2022 provisional accounts;
- assurance provided by the ECA audit: no preliminary observations likely to affect the audit opinion and no open observations from prior years ([11]);
- assurance provided by the IAS audit: no 'critical' recommendations outstanding from the IAS audits, at year-end, and an action plan is ongoing to address 'very important' and 'important' recommendations stemming from the IAS audit on human resources management; identified risks have been mitigated;
- progress in implementing the recommendations of the external evaluation;
- *ex ante* controls;
- the register of exceptions;
- the EMCDDA's anti-fraud strategy and the policy for the prevention and management of conflicts of interest.

The aforementioned building blocks do not identify any significant weaknesses that could impact the declaration of assurance of the authorising officer.

([11]) As at February 2023.

4.2. Reservations

A reservation in the declaration of assurance is prompted by the occurrence of significant internal weaknesses or external events that lead to the materialisation of critical risks.

At the EMCDDA, critical risks are events that have the potential to:

- jeopardise the realisation of major policy objectives;
- cause serious damage to the centre's stakeholders;
- require critical intervention from the Parliament, the Council or the Commission regarding the centre's performance;
- result in critical observations/recommendations from the ECA, the IAS and OLAF;
- result in the breaching of laws and the pervasive infringement of regulations;
- result in material financial loss;
- put the safety of the centre's staff at risk;
- seriously damage the centre's reputation and image;
- cause any other event that, due to its likelihood and impact, is assessed by the management as critical to the achievement of the organisational objectives.

None of these risks materialised at the EMCDDA in 2022.

The assessment of materiality involves a qualitative and a quantitative judgement, and the occurrence of any critical risk is material per se. Qualitative elements taken into account include the nature of the event, its recurrence, its duration and its effect on the activities and programmes of the EMCDDA. Quantitative elements are assessed based on budgetary considerations. The EMCDDA is continuously looking to adjust and refine the concrete criteria to assess materiality.

In 2022 the EMCDDA identified medium to high risks that included reduction in the capacity to deliver of the NFPs and other networks; insufficient funding of the EMCDDA budget; disruptive events (COVID-19 pandemic, lack of resources, etc.); reduction of the EMCDDA's capacity for data collection, analysis and monitoring of the drug situation; information technology threats and underperforming information technology tools/systems; insufficiently informed and thus potentially inadequate planning of activities and allocation of resources, due to uncertainties related to the new mandate; and insufficient organisational planning/change in support of the new business model. To tackle each of these risks, the EMCDDA has taken all necessary mitigating actions. A clear demonstration of the efficiency and effectiveness of the measures taken is evidenced by the performance achieved by the EMCDDA in 2022, as described in Section 2.3, 'Budgetary and financial management', above.

Part V
Declaration of assurance

Declaration of assurance by the authorising officer

I, the undersigned, Director of the EMCDDA,

In my capacity as authorising officer,

Declare that the information contained in this report gives a true and fair view.

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, *ex post* controls, the work of the Internal Audit Service and the lessons learned 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 agency.

Done in Lisbon on 11 May 2023

Alexis Goosdeel

Director

Annexes

Annex I. Core business statistics

Annex Ia. Implementation of the 2022 work programme by objectives and expected outputs/results

This annex is available online.

Annex Ib. Key performance indicators

This annex is available online.

Annex II. Statistics on financial management

Calculation of budget outturn

TABLE 7. **Budget outturn and cancellation of appropriations**

Budget outturn	2020	2021	2022
Reserve from the previous years' surplus (+)	20 639	108 036	113 656
Revenue actually received (+)	18 058 665	18 979 543	18 859 198
Payments made (−)	−16 972 131	−17 937 215	−19 385 462
Carry-over of appropriations (−)	−2 494 470	−2 624 764	−1 567 846
Cancellation of appropriations carried over (+)	23 407	9 701	58 482
Adjustment for carry-over of assigned revenue appropriation from previous year (+)	1 494 794	1 687 750	2 094 183
Exchange rate differences (+/−)	−2 229	−1 360	−317
Adjustment for negative balance from previous year (−)	−20 639	−108 036	−113 656
TOTAL	108 036	113 656	58 239

Descriptive information and justification

1. Use of commitment appropriations

The rate of execution of 2022 commitment appropriations (C1) amounted to 98.78 % (95 % is the KPI mentioned in the EMCDDA SPD and the rate considered by the EC as the threshold below which a 2 % budget penalisation can be applied). In this context, EUR 18 254 109.10 was committed out of EUR 18 478 686.90 available. EUR 224 577.80 was uncommitted in 2022. Indeed, these appropriations were made available for use only in December 2022 as they originated from a 'top-up' to the EMCDDA 2022 budget that the EU budget authority adopted at the end of November 2022 (total EUR 700 000). According to the relevant financial rules, the EMCDDA Management Board approved the non-automatic carry-over of these appropriations.

2. Cancellation for payment appropriations

The rate of cancellation of 2022 payment appropriations amounted to 0.31 % (0.62 % in 2021), corresponding to the cancellation of EUR 58 482.12 (5 % is the KPI mentioned in the EMCDDA SPD and the rate considered by the EC as the threshold above which a 2 % budget penalisation can be applied).

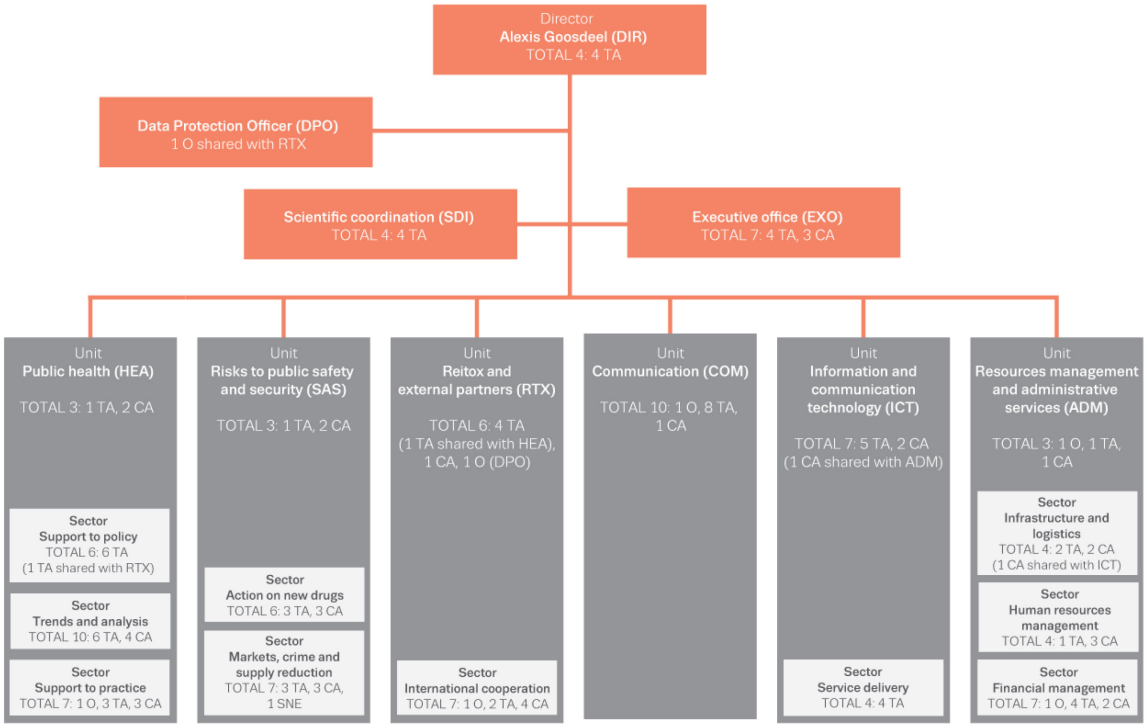
The following data outline the EMCDDA performance in the execution/use of its 2022 payment appropriations (these data do not concern the aforementioned KPIs).

- For 'C1' payment appropriations, the 2022 rate of execution amounted to 96.65 % (96.35 % in 2021), corresponding to EUR 17 859 209.97 paid out of EUR 18 478 686.90 available.
- For 'C8' payment appropriations, the 2022 rate of execution amounted to 88.98 % (98.80 % in 2021), corresponding to EUR 472 097.70 paid out of EUR 530 579.82.
- According to the relevant financial rules, the EMCDDA Management Board approved the non-automatic carry-over of EUR 150 950.79 unpaid 2022 payment appropriations, in order to cope with the additional commitments entailed by the above-mentioned carry-over of 2022 commitment appropriations, by considering that the available 2023 payment appropriations were not sufficient for this purpose.

As a consequence of the above, the EMCDDA 2022 budget outturn amounted to just EUR 58 239.

Annex III. Organisational chart

FIGURE 12. **Organisational chart**



Reference date: 31 December 2022

Annex IV. Establishment plan and additional information on human resources management

TABLE 8. **Information on recruitment grade and function group for each type of post**

Key functions	**Type of contract** (official (O), temporary agent (TA) or contract agent (CA))	**Function group (FG), recruitment grade**	**Indication whether the function is dedicated to administrative support or operations** (subject to definitions used in screening methodology)
1 – Director	TA	AD 15 (external)	Operational
2 – Head of unit	O, TA	AD 9 (internal, inter-agency, external)	Operational
3 – Head of sector	O, TA	AD 7 (internal, inter-agency, external)	Operational Administrative Neutral
4 – Principal administrator	O, TA	AD 8 (internal, inter-agency, external)	Operational Administrative Neutral
5 – Administrator	O, TA	AD 5 (internal, inter-agency, external)	Operational Administrative Neutral
6 – Senior assistant	O, TA	AST 10 (internal, inter-agency, external)	Operational
7 – Team leader	O, TA	AST 7 (internal, inter-agency, external)	Operational
8 – Assistant	O, TA	AST 1 (internal, inter-agency, external)	Operational Administrative Neutral
Head of Administration unit	O, TA	AD 9 (internal, inter-agency, external)	Administrative
Head of Human resources sector	O, TA	AD 8 (internal, inter-agency, external)	Administrative
Head of Finance sector	O, TA	AD 8 (internal, inter-agency, external)	Neutral
Head of ICT	O, TA	AD 9 (internal, inter-agency, external)	Operational
Secretary	O, TA, CA	AST 1, FG II (internal, inter-agency, external)	Operational Administrative
Mail clerk	CA	FG II	Administrative
Editor	O, TA	AD 5 (internal, inter-agency, external)	Operational
Data protection officer	O, TA	AD 5 (internal, inter-agency, external)	Administrative
Accounting officer	O, TA	AST 7 (internal, inter-agency, external)	Neutral
Internal auditor	O, TA	AD 6 (internal, inter-agency, external)	Neutral
Secretary to the Director	O, TA, CA	AST 1, FG II (internal, inter-agency, external)	Operational

TABLE 9. **Job screening/benchmarking against previous year's results (as per methodology for agencies job screening (2014))**

Job type (sub)category	Year *n*−1 (%) 2021	Year *n* (%) 2022
Administrative support and coordination	**18.65**	**19.44**
Administrative support	18.00	18.76
Coordination	0.65	0.68
Operational	**71.77**	**74.81**
Top-level operational coordination	4.22	4.40
Programme management and Implementation	56.51	58.90
Evaluation and impact assessment	0	0
General operational	11.04	11.51
Neutral	**9.58**	**9.99**
Finance/control	9.58	9.99
Linguistics	0	0

Annex V. Human and financial resources by activity

TABLE 10. **Human and financial resources per activity**

Work programme action areas	Main actors for implementation/ cost objects	Assigned human resources (full-time equivalent)					Initial allocation of budget resources — non-assigned appropriation	Final allocation of budget resources — non-assigned appropriation	Executed budget — non-assigned appropriation
		Official	TA	CA	SNE	Total HR	Total budget (EUR)	Total budget (EUR)	Total budget execution
Main area: Health	HEA, SAS, SDI, RTX&EP, COM, ICT, DIR/EXO	2.15	30.45	13.55	0	46.15	8 201 663	8 416 036	7 099 037
Main area: Security	SAS, SDI, HEA, RTX&EP, COM, ICT, DIR/EXO	1.00	14.71	5.20	1	21.91	3 811 208	3 999 446	3 175 908
Main area: Business drivers	DIR/EXO, SDI, COM, RTX&EP, ADM, ICT, HEA, SAS	2.85	21.84	8.25	0	32.94	5 729 858	6 063 205	7 979 164
Total		**6**	**67**	**27**	**1**	**101**	**17 742 729**	**18 478 687**	**18 254 109**

Annex VI. Contribution, grant and service-level agreements. Financial framework partnership agreements

TABLE 11. **Contribution, grant and service-level agreements in 2022**

	General information				Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart		2021		2022	
Grant agreements									
						CA	PA	CA	PA
Grant RTX – Austria	24.05.22	60 000	31.12.22	GESUNDHEIT OSTERREICH GMBH	Amount CA/PA (*) (EUR)	79 590	81 937	60 000	57 115
					Number of CA				
					Number of SNEs				
Grant RTX – Belgium	24.3.22	60 000	31.12.22	SCIENSANO	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Bulgaria	24.3.22	60 000	31.12.22	NATIONAL CENTER FOR PUBLIC HEALTH AND ANALYSIS NCPHA	Amount CA/PA (EUR)	79 590	79 589	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Cyprus	4.4.22	60 000	31.12.22	CYPRUS NATIONAL ADDICTIONS AUTHORITY	Amount CA/PA (EUR)	79 590	95 508	60 000	63 918
					Number of CA				
					Number of SNEs				
Grant RTX – Czechia	24.5.22	60 000	31.12.22	CESKA REPUBLIKA	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Denmark	30.22	60 000	31.12.22	DANISH HEALTH AUTHORITY	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Estonia	29.3.22	60 000	31.12.22	NATIONAL INSTITUTE FOR HEALTH DEVELOPMENT	Amount CA/PA (EUR)	74 533	77 956	60 000	62 706
					Number of CA				
					Number of SNEs				
Grant RTX – Finland	5.4.22	60 000	31.12.22	FINNISH INSTITUTE FOR HEALTH AND WELFARE	Amount CA/PA (EUR)	79 590	79 590	60 000	67 244
					Number of CA				
					Number of SNEs				
Grant RTX – France	30.3.22	60 000	31.12.22	OBSERVATOIRE FRANCAIS DES DROGUES ET DES TOXICOMANIES GIP	Amount CA/PA (EUR)	79 590	79 590	60 000	51 918
					Number of CA				
					Number of SNEs				

	General information				Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart		2021		2022	
Grant RTX – Germany	29.3.22	60 000	31.12.22	IFT INSTITUTE FOR THERAPY RESEARCH	Amount CA/PA (EUR)	79 590	79 590	60 000	51 918
					Number of CA				
					Number of SNEs				
Grant RTX – Greece	31.3.22	60 000	31.12.22	UNIVERSITY MENTAL HEALTH, NEUROSCIENCES AND PRECISION MEDICINE RESEARCH INSTITUTE COSTAS STEFANIS	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Hungary	19.4.22	59 332	31.12.22	MAGYARORSZAG	Amount CA/PA (EUR)	79 590	79 590	59 332	61 226
					Number of CA				
					Number of SNEs				
Grant RTX – Ireland	29.3.22	60 000	31.12.22	THE HEALTH RESEARCH BOARD	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Italy	25.3.22	60 000	31.12.22	REPUBBLICA ITALIANA	Amount CA/PA (EUR)	79 590	78 606	60 000	66 035
					Number of CA				
					Number of SNEs				
Grant RTX – Latvia	19.4.22	60 000	31.12.22	SPKC DISEASE PREVENTION AND CONTROL CENTRE OF LATVIA	Amount CA/PA (EUR)	72 760	72 760	60 000	64 104
					Number of CA				
					Number of SNEs				
Grant RTX – Lithuania	30.3.22	60 000	31.12.22	DRUG TOBACCO AND ALCOHOL CONTROL DEPARTMENT NTAKD	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Luxembourg	5.4.22	60 000	31.12.22	GROUSSHERZOGTUM VU LETZEBURG GRAND DUCHY OF LUXEMBOURG	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Malta	5.5.22	43 250	31.12.22	REPUBBLIKA TA MALTA	Amount CA/PA (EUR)	53 770	42 282	42 350	38 812
					Number of CA				
					Number of SNEs				
Grant RTX – Netherlands	24.5.22	60 000	31.12.22	STICHTING TRIMBOS-INSTITUUT, NETHERLANDS INSTITUTE OF MENTAL HEALTH AND ADDICTION	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				

	General information				Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart		2021		2022	
Grant RTX – Poland	31.3.22	60 000	31.12.22	KRAJOWEGO BIURA DO SPRAW PRZECIWDZIALANIA NARKOMANII	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Portugal	24.3.22	60 000	31.12.22	SICAD GENERAL DIRECTORATE INTERVENTION ADDICTIVE BEHAVIOURS DEPENDENCIES	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Romania	29.3.22	60 000	31.12.22	THE NATIONAL ANTI-DRUG AGENCY	Amount CA/PA (EUR)	79 590	76 239	60 000	67 815
					Number of CA				
					Number of SNEs				
Grant RTX – Slovakia	12.5.22	60 000	31.12.22	SLOVENSKA REPUBLIKA	Amount CA/PA (EUR)	79 590	85 281	60 000	65 611
					Number of CA				
					Number of SNEs				
Grant RTX – Slovenia	3.3.22	60 000	31.12.22	NATIONAL INSTITUTE OF PUBLIC HEALTH	Amount CA/PA (EUR)	79 590	69 942	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Spain	5.4.22	60 000	31.12.22	REINO DE ESPANA	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Sweden	1.6.22	60 000	31.12.22	THE PUBLIC HEALTH AGENCY OF SWEDEN	Amount CA/PA (EUR)	79 590	79 590	60 000	67 836
					Number of CA				
					Number of SNEs				
Grant RTX – Croatia	29.3.22	50 500	31.12.22	CROATIAN NATIONAL INSTITUTE OF PUBLIC HEALTH	Amount CA/PA (EUR)	32 300	36 883	50 500	42 783
					Number of CA				
					Number of SNEs				
Total RTX grant agreements					Amount CA/PA (EUR)	2 063 933	2 070 423	1 593 077	1 711 910
					Number of CA				
					Number of SNEs				

	General information				Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart		2021		2022	
ENI/2018/401-149 EU4Monitoring Drugs	12.12.18	3 000 000	31.12.22	EUROPEAN COMMISSION	Amount CA/PA (EUR)	1 444 436	761 949	980 355	766 512
					Number of CA	5	5	5	5
					Number of SNEs				
Contract NO 2019/406-479	1.7.2019	1 000 000	31.12.22	EUROPEAN COMMISSION	Amount CA/PA (EUR)	576 908	283 880	387 496	281 137
					Number of CA	3	3	3	3
					Number of SNEs				
ENI/2021/423-588 EMCDDA4GE	3.5.21	800 000	31.12.22	EUROPEAN COMMISSION	Amount CA/PA (EUR)	349 302	137 311	501 764	413 181
					Number of CA	2	2	2	2
					Number of SNEs				
COPOLAD	15.7.22	800 000	30.11.24	ORGANIZZAZIONE INTERNAZIONALE ITALO-LATINO AMERICANA	Amount CA/PA (EUR)			267 914	43 078
					Number of CA			2	2
					Number of SNEs				

(*) CA: Commitment appropriations; PA: Payment appropriations

Service-level agreements							
	Total amount (EUR)	Counterpart		2021		2022	
SLA-PMO	64 600	EUROPEAN COMMISSION	Amount CA/PA (EUR)	72 894	72 894	64 006	64 600
			Number of CA				
			Number of SNEs				
SLA-DIGIT (HOSTING, PROCUREMENT, E-PRIOR, RACHEL, ETC.)	40 377	EUROPEAN COMMISSION	Amount CA/PA (EUR)	35 547	35 547	40 377	40 377
			Number of CA				
			Number of SNEs				
SLA-DG BUDG (ABAC)	50 000	EUROPEAN COMMISSION	Amount CA/PA (EUR)	62 000	45 000	50 000	67 000
			Number of CA				
			Number of SNEs				
SLA-Training	3 000	EUROPEAN COMMISSION	Amount CA/PA (EUR)	3 000	2 081	3 000	2 740
			Number of CA				
			Number of SNEs				
RENT JOINT CENTRE - SLA EMCDDA/EMSA AGREEMENT	90 000	EUROPEAN MARITIME SAFETY AGENCY	Amount CA/PA (EUR)	90 000	90 000	90 000	90 000
			Number of CA				
			Number of SNEs				
SLA ID CARDS	1 281	EUROPEAN COMMISSION	Amount CA/PA (EUR)	1 814	1 414	1 281	1 136
			Number of CA				
			Number of SNEs				
SLA EMCDDA - Europol SIENA (MoU)	3 350	EUROPEAN UNION AGENCY FOR LAW ENFORCEMENT COOPERATION (EUROPOL)	Amount CA/PA (EUR)	2 885	2 815	3 350	3 234
			Number of CA				
			Number of SNEs				
SLA CERT-EU/EMCDDA 2020	25 469	EUROPEAN COMMISSION	Amount CA/PA (EUR)	24 970	24 970	25 469	25 469
			Number of CA				
			Number of SNEs				
Total service-level agreements			**Amount CA/PA (EUR)**	**293 110**	**274 720**	**278 077**	**294 556**
			Number of CA				
			Number of SNEs				

Annex VII. Environmental management

Context of the agency and its environmental management strategy

The EMCDDA is part of the group of JHA agencies under DG Migration and Home Affairs. As such, the EMCDDA has no direct mandate related to the environment. The EMCDDA recognises that the agency, as a public institution, needs to actively monitor its environmental performance and implement appropriate measures to reduce its impact on the environment. Following the adoption of the environmental policy of the EMCDDA, a yearly policy compliance report and a report on the progress on environmental measures will be conducted as part of the annual work plan review process. In addition, a Working Group on Environment has been appointed by the Director.

Environmental policy of the EMCDDA

The EMCDDA, in response to the growing need to preserve and improve the environment, and to the calls for its protection made by an increasingly environmentally aware and concerned society, is committed to reducing its negative environmental impact and to continually improving its environmental performance as an important part of its operating methods.

For this purpose, the key principles and objectives of the EMCDDA's environmental policy can be summarised as follows:

- comply with or exceed the requirements of current environmental legislation, in particular the legislation applicable to the EMCDDA;
- minimise waste by evaluating operations and ensuring they are as efficient as possible, and actively promote reuse or recycling, both internally and among the centre's visitors and suppliers;
- encourage efficient use of energy, utilities and natural resources, especially where these are non-renewable;
- operate and maintain the vehicle(s) of the agency and adopt a travel policy with due regard to environmental issues; encourage the use of alternative means of transport and car sharing as far as reasonably practical;
- purchase and procure products that do the least damage to the environment, namely those with eco labels or from suppliers with environmental certificates, where possible, in order to minimise the environmental impact of production, distribution and consumption;
- promote environmentally conscious behaviour by the staff of the EMCDDA and contribute to raising the awareness of others by adding environmental statements to work emails and publications;
- establish procedures for the periodic review of environmental compliance, measures taken and goals achieved;
- be an environmentally responsible neighbour in the community where the agency operates, and seek to identify and correct incidents or conditions that endanger health, safety or the environment;
- participate in efforts to improve environmental protection and understanding;
- share appropriate pollution-prevention technology, knowledge and methods with other EU agencies;
- consider obtaining an environmental certification for the EMCDDA in the long run, with due regard to the available resources.

Overview of the agency's environmental management system

The EMCDDA's environmental management system is loosely based on the EU Eco-Management and Audit Scheme (EMAS).

The environmental policy frames the intention of the agency and creates the legal framework defining the scope of the environmental management system. The Director appointed a Working Group on Environment with a mandate to review, communicate and propose measures related to the environmental performance of the agency. The main service providers — the Infrastructure and Logistics sector and the ICT unit — plan,

implement and improve the measures approved by the Director. There are two reporting lines within the envisaged environmental management system that include all mapped stakeholders. The environmental performance of the EMCDDA is reported within the annual work plan review process in the form of KPIs, and through the annual publication of the agency's environmental report. The findings and targets of the environmental report are reviewed by the Working Group on Environment, which then issues recommendations. Environmental matters are promoted and published through the Working Group on Environment. The use of green public procurement is required.

Environmental aspects, indicators and targets

The annual environmental report of the EMCDDA is produced by the Infrastructure and Logistics sector. It covers the following indicators, which are usually key points for public administrations working mostly in an office environment and are based on the UN Framework Convention on Climate Change standard for the calculation of an organisation's CO_2 footprint:

- energy consumption;
- water consumption;
- paper consumption;
- waste production and sorting;
- canteen;
- official vehicles;
- staff transport to and from work;
- missions;
- CO2 emissions.

The EMCDDA has been actively monitoring its environmental performance and CO_2 footprint since 2014 (see Figure 13). Continuous improvement cycles have reduced its CO_2 footprint over the years in comparison to the established 2014 baseline. The following results were published in 2023 and relate to data from 2022.The exceptionally good result for 2021 was achieved partly due to the COVID-19-related reduction in missions and transport as well as the switch to CO_2-neutral electricity generated from renewable energy sources. The result for 2022 reflects the rebound of operations after the COVID-19-related slow-down. The main contributor to the CO_2 footprint was the increase in mission-related travel, representing 74 % of the 2022 figures (see Figure 14).

FIGURE 13. **Evolution of the EMCDDA's CO_2 emissions between 2014 and 2022**

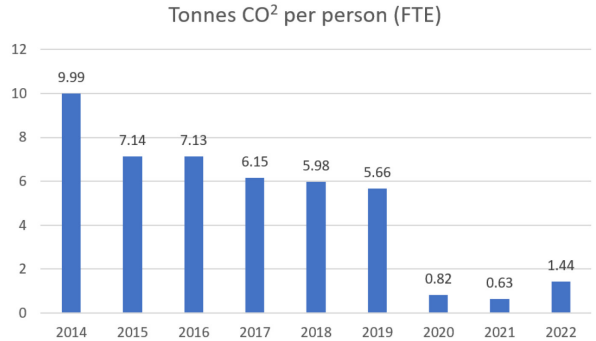
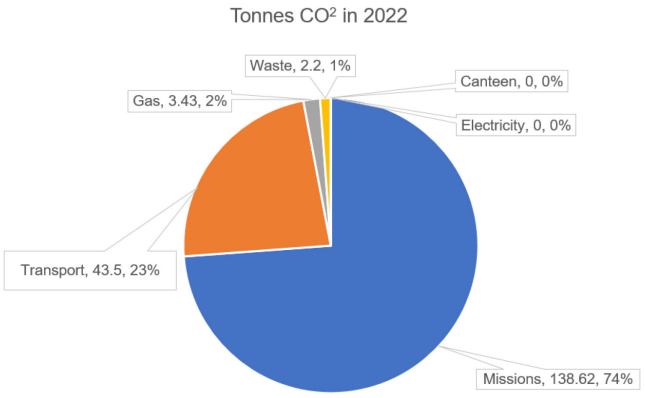


FIGURE 14. **Breakdown of the EMCDDA's CO_2 emissions in 2022**



Strategy 2021-2025

In 2020 the EMCDDA developed a five-year Strategic Plan to become a carbon-neutral administration in the light of the European Green Deal and the Commission's stated goal to become carbon neutral by 2030. The Environmental Strategy 2021-2025 is based on the following steps to achieve its goal.

A. Instal solar electric power cells on the roof of the EMCDDA no later than 2021.
B. Promote the use of private electric cars and bicycles by installing charging points in the garage in 2021.
C. Take the necessary measures to change the current fuel-based official cars of the EMCDDA to hybrid or electric cars in 2022.
D. Take the necessary measures to engage a travel agency for missions and events that provides a carbon offsetting programme in 2022.
E. Implement the EMAS framework and obtain certification by the end of 2023.
F. Offset mission-related carbon emissions by 2023.
G. Take the necessary measures to reduce and finally offset official- and private-transport-related carbon emissions in 2024.
H. Take the necessary measures to reduce and finally offset transport-related carbon emissions in 2025.

Actions to improve and communicate environmental performance

The Working Group on Environment has its own HumHub page with information on its mandate and measures to be implemented. It posts the yearly environmental report on this page. Frequent awareness-raising communications promote environmentally friendly behaviour to staff.

The Working Group on Environment recommended for 2021 that electricity consumption be improved, that solar power cells be installed on the roof of the building and that the vehicle fleet be replaced with electric or hybrid vehicles. In addition, the installation of electric car-charging stations was recommended to promote the purchase of private electric cars. All three projects were approved by the Director and implemented during 2022.

The environmental policy states that the EMCDDA is striving to obtain environmental certification in the long run, with due regard to the available resources. In the past, the lack of a direct mandate and the size of the EMCDDA had prevented any such implementation due to lack of financial and staff resources. In 2022 the Director approved the process to obtain EMAS certification as part of its five-year environmental strategy. The certification process is expected to be concluded in 2023.

The travel agency tender, which was launched in 2022, resulted in the selection of a travel agency with a carbon offsetting scheme for generated emissions. The contract will start in January 2023.

The delivery of one hybrid car and one electric car was planned for 2022. Due to delays in the electric car market, the hybrid car was delivered in 2022 but the electric car will only be available in 2023.

Annex VIII. EMCDDA accounts — Financial year 2022

This annex is available online ([12]).

([12]) Final accounts available once adopted in accordance with the relevant financial rules.

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EMCDDA, Praça Europa 1, Cais do Sodré, 1249-289 Lisbon, Portugal
Tel. (351) 211 21 02 00 | info@emcdda.europa.eu |
emcdda.europa.eu | twitter.com/emcdda | facebook.com/emcdda | linkedin.com/company/emcdda |
instagram.com/emcdda | youtube.com/emcddatube

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About this report

The *General Report of Activities* is an annual publication providing a detailed progress report of the EMCDDA's activities over a 12-month period. It catalogues the Centre's achievements in each area of its annual work programme. The report is a useful information source for all those seeking comprehensive information on the Centre and its work.

About the EMCDDA

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

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