



ECDC Management Board

# Minutes of the Forty-second Meeting Stockholm, 20-21 March 2018

*Adopted by the ECDC Management Board at its Forty-third meeting, 19-20 June 2018*

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## Summary of Proceedings – ECDC Management Board Meeting

The Forty-second meeting of the ECDC Management Board (MB) convened in Stockholm, Sweden, during 20-21 March 2018. During the meeting, the Management Board:

- ❖ took note of the welcome address from Agneta Karlsson, State Secretary for Health Care, Public Health and Sport, Sweden;
- ❖ adopted the programme;
- ❖ adopted the minutes of the Forty-first meeting of the Management Board;
- ❖ took note of the update from ECDC on the main activities since the last meeting;
- ❖ approved the ECDC Independence Policy for Staff and the revised Independence Policy for non-Staff, subject to a few minor amendments;
- ❖ took note of the ECDC Internal Procedure for Prevention of Conflicts of Interest for Staff and the revised ECDC Internal Procedure for Prevention of Conflicts of Interest for Non-Staff. The Management Board also agreed to discuss aspects related to the selection of experts for rapid risk assessments in the next MB meeting in June 2018;
- ❖ took note of the update on the implementation of the ECDC Independence Policy and mitigation measures;
- ❖ discussed the draft Terms of Reference (ToR) of the Third External Evaluation of ECDC, and gave the MB External Evaluation Steering Committee (MEES) the mandate to finalise the document before submitting it to the Board for approval via written procedure. The Management Board also agreed with the proposed timeline and gave the MEES the mandate to approve the inception and interim reports on behalf of the Board;
- ❖ approved the revised Rules of Procedure of the Management Board with a minor amendment in Article 2, and agreed to set up a new Working Group responsible for elaborating a draft Code of Conduct of the Management Board. The following MB Members/Alternates volunteered to join the Working Group: Martina Brix, MB Alternate, Austria, Anne-Catherine Viso, MB Alternate, France, Gesa Lücking, MB Alternate, Germany, Paula Vasconcelos, MB Alternate, Portugal, Marilena Koppa, MB Member, European Parliament, Wolfgang Philipp, MB Alternate, European Commission. The Board agreed that ECDC will solicit additional volunteers for the Working Group in due course;
- ❖ approved the Report on Implementation of the Work Programme 2018 up until present;
- ❖ approved the Annual Report of the Director on the Centre's Activities in 2017, including Draft Analysis and Assessment of Annual Report of the Director 2017;
- ❖ took note of the summary of discussions held at the 37<sup>th</sup> meeting of the ECDC Audit Committee;
- ❖ approved the IAS Strategic Internal Audit Plan 2018-2020;
- ❖ took note of the Progress Report: Overview of 2018 Budget Implementation until 18 March 2018;
- ❖ approved the Provisional Annual Accounts 2017, including Report on Budgetary and Financial Management;
- ❖ took note of the Third Supplementary and Amending Budget 2017;
- ❖ discussed the ECDC Preparedness and Response Strategy, and suggested a number of amendments. The Board agreed that ECDC will incorporate the suggestions received and subsequently circulate the document electronically with a two-week deadline for further comments. A revised version will be submitted to the Management Board for approval at its 43<sup>rd</sup> meeting in June 2018;
- ❖ took note of the ECDC Chief Scientist's Annual Report on the work of the Advisory Forum and suggested a few changes to take into account in the next Annual Report;
- ❖ took note of the welcome address from Annika Strandhäll, Minister for Health and Social Affairs, Sweden;

- ❖ took note of the update from the European Commission;
- ❖ took note of the results of the ECDC Staff Survey 2017, including the action plan. Continuous updates on the progress of the Next Generation ECDC initiative will be provided to the MB in subsequent MB meetings;
- ❖ took note of the update on how ECDC works with the prevention of harassment, including potential harassment matters;
- ❖ approved the ECDC Public Health Microbiology Strategy 2018-2022 with a few minor amendments;
- ❖ took note of the presentation from the Austrian EU Presidency.

## Opening and welcome from the Chair (and noting the Representatives)

1. Daniel Reynders, Chair of the ECDC Management Board, welcomed all the participants to the Forty-second meeting of the Management Board. A special welcome was extended to the following newly appointed Members: Merike Jürilo, Estonia, Ágnes Dánielisz, Hungary, and Emma Reed, United Kingdom. He also warmly welcomed Reinder van der Zee and Luis Gimenez Gonzalez from the Internal Audit Service, European Commission. Apologies had been received from Greece (proxy given to Cyprus), Poland, Romania, and from Martin Seychell and John F Ryan, DG SANTE, European Commission.

2. The Chair warmly welcomed Agneta Karlsson, State Secretary for Health Care, Public Health and Sport, Sweden, and thanked the Swedish Ministry of Health for hosting the Management Board meeting in the Government Offices.

### Welcome address from Agneta Karlsson, State Secretary for Health Care, Public Health and Sport, Sweden

3. Agneta Karlsson, State Secretary for Health Care, Public Health and Sport, Sweden, welcomed all the meeting participants to the Swedish Government Offices. She mentioned that the Swedish Government is very proud of having such a high profile EU Agency based in Sweden, and is fully committed to the role as host country for ECDC and its staff. She had the opportunity to visit ECDC in 2014 during the Ebola outbreak and was impressed by the set-up, the expertise and the professionalism of ECDC. It was also a good example of the importance of ECDC today, and the fact that cooperation is key to success in terms of handling health threats.

### Welcome from the Director, ECDC

4. Andrea Ammon, Director, ECDC, welcomed the Management Board members and noted that she was looking forward to having fruitful and inspiring discussions during the meeting. She extended a special thank you to the Swedish Ministry of Health for hosting the meeting, and in particular, to Mårten Kivi, MB Alternate, Sweden, for his support and dedicated efforts.

### Adoption of the draft programme (and noting the declarations of interest and proxy voting, if any) (*Document MB42/01 Rev.2*)

5. The Management Board adopted the draft programme without changes.

6. Following the adoption of the programme, the Deputy Chair asked each member whether s/he wished to add any oral declaration(s) of interest to her/his Annual Declaration of Interest (ADoI) submitted previously. None were declared.

The Management Board adopted the programme without changes.

### Adoption of the draft minutes of the 41<sup>st</sup> meeting of the Management Board (Stockholm, 20-21 November 2017) (*Document MB42/02*)

7. The Chair noted that the draft minutes had been circulated to the Management Board and that no comments had been received. There were no further comments in relation to the draft minutes.

The Management Board adopted the minutes of the Forty-first meeting of the Management Board without changes.

## Update from ECDC on the main activities since the last meeting of the Management Board (21-22 November 2017) (Document MB42/03)

8. Andrea Ammon provided the Management Board with an update on the main activities since the last Management Board meeting. The presentation referred to the key decisions of MB41, their status and progress, as well as an overview of what had been discussed at the 52<sup>nd</sup> meeting of the Advisory Forum. The Board was also updated with the main visits and meetings of the ECDC Director. She mentioned, in particular, that the Director of the newly established Africa CDC, Dr John Nkengasong, had visited ECDC on 19 February. During the meeting, it was discussed how CDC Africa and ECDC can work together, in particular, in the region of Northern Africa, as these countries are also part of the European Neighbourhood Policy (ENP). In conclusion, she informed the Board about ongoing changes in the organisation and administration of the Fellowship Programme to address a number of issues raised by some of the Member States. She conveyed the importance of ensuring that the Programme delivers the right competencies; an external evaluation will be conducted later this year to look into this.

9. With reference to the follow-up to MB41, the Chair informed the Board that, in his capacity of Appointing Authority, he had reviewed and confirmed the probationary period of Andrea Ammon, ECDC Director, based on the Reporting Officers' review of her objectives, their satisfactory appraisal report, and their subsequent proposal to confirm her contract.

10. In the discussion that ensued, the representatives of France and Portugal expressed their appreciation of the fact that actions were being taken to address some of the concerns raised by Member States with respect to the Fellowship Programme. They both agreed that the curriculum needs to be reviewed but, if new disciplines are added (e.g. hospital hygiene or epidemic intelligence), these should be integrated into one single programme rather than creating new paths. Having one integrated programme would also be more efficient from a budgetary point of view. Concerning the Africa CDC, it was mentioned that ECDC certainly has a model that can be shared.

11. ECDC's Director agreed with France and Portugal that necessary disciplines should be integrated into one Fellowship Programme, and stressed that ECDC should focus on doing what others don't do in order to maintain the unique added value of the programme. Regarding collaboration with CDC Africa, she mentioned that their Director had shown an interest and willingness to learn from the experience of ECDC. One example was how ECDC works with Member States through the CCB system and the fact that Africa CDC has now implemented a similar model.

The Management Board took note of the update from ECDC on the main activities since the last meeting.

## ECDC Independence Policy for Staff and Non-Staff (Documents MB42/04a, MB42/04b, MB42/04c, MB42/04d)

12. Andrea Iber, Head of Section, Legal Services and Acting Head of Section, Procurement, Resource Management and Coordination Unit, ECDC, recalled that during the last MB meeting in November 2017, the Board decided that the draft Independence Policy for Staff and the revised Independence Policy for non-Staff should be sent to the Board for informal consultation in January 2018. The documents were circulated to the MB as planned and comments were received from France, Germany, Portugal and the European Commission. Based on the comments received, some general amendments were made to all documents: minor changes in the wording and structure of the documents for clarity, further alignment of the text between staff and non-staff versions, and clarification of risk levels. In the Non-Staff policy, it was clarified that the Management Board collectively decides upon mitigation measures required for an MB member upon suggestion from the Chair. The Breach of Trust procedure and handling of omissions has also been further clarified in the document.

13. The Management Board discussed the amended documents and a few additional suggestions were made. It was inquired why there is no reference to omissions and Breach of Trust in the Staff policy. Andrea Iber explained that these aspects are covered by the Staff Regulations (respective Implementing Rule) as part of the disciplinary procedure and were therefore removed from the document on the request of DG HR.

14. Under Section 11 of the Non-Staff policy, it was suggested to add a sentence concerning a possible omission by the Chair; in this case, the Board will collectively decide on the appropriate measures to be taken. Concerning experts contributing to Rapid Risk Assessments (point 7.1 Internal Procedure on Non-Staff), it was pointed out that the fact that priority is given to experts who have already presented a declaration of interest, means in practice that the same experts are used over and over. It was therefore suggested to supplement the sentence in Section 7.1, indicating that everyone should be given adequate time to submit their DoI. The Board members agreed that the actual selection procedure for experts is a separate topic that will need to be discussed on another occasion. Finally, it was pointed out that, in the documents on staff and non-staff, it is said that relations with the pharmaceutical industry are deemed to be high risk while memberships/affiliations are indicated as no risk while these could potentially pose a risk in situations where a learned society or other organisation receives funding from the pharmaceutical industry. It was therefore suggested to have a more flexible approach on the risk levels.

15. Andrea Iber emphasised that the categorisation of risk levels is to be seen as a starting point for a more in-depth assessment. This being said, she suggested adding to the text that *normally* there is no risk associated with memberships/affiliation, keeping in mind that there will always be a case-by-case assessment.

16. The Management Board agreed with the suggested amendments.

The Management Board approved the ECDC Independence Policy for Staff and the revised Independence Policy for non-Staff, subject to a few minor amendments. The Management Board took note of the ECDC Internal Procedure for Prevention of Conflicts of Interest for Staff and the Revised ECDC Internal Procedure for Prevention of Conflicts of Interest for Non-Staff.

## Implementation of the ECDC Independence Policy

17. Andrea Iber updated the Board on the implementation of the Independence Policy and mitigation measures. She mentioned that the compliance rate for the MB was currently 85% with ADoIs missing from 4 Members and 6 Alternates. For Rapid Risk Assessments and expert meetings, the compliance rate was 100%.

18. The Chair thanked Andrea Iber for the update and urged all participants to encourage their fellow Alternate/Member to submit their annual declaration without further delay.

The Management Board took note of the update on the implementation of the ECDC Independence Policy and mitigation measures.

## Draft Terms of Reference of the Third External Evaluation of ECDC (Document MB42/05)

19. Anne-Catherine Viso, Chair, External Evaluation Steering Committee, MB Alternate, France, briefed the Board about the work of the MEES since the last MB meeting in November 2017. According to the proposed timeline, the ECDC Framework Contract (FWC) is expected to be signed on 15 April. Following this date, a Request for Services can be sent to the contractors in the FWC as a reopening. The evaluation of offers is expected to take place mid-May and the signature for the specific contract for evaluation at the end of June. If this timetable is kept, the kick-off meeting with the contractor could take place around mid-July.

20. Anne-Catherine Viso then described the process followed to formulate the evaluation questions in the Terms of Reference and explained that the MEES had been advised by DG SANTE to use the Commission's Better Regulation Guidelines to be able to fully use the results of the external evaluation. Based on these guidelines, the questions have been formulated according to specific evaluation criteria: relevance, efficiency, effectiveness, added value, utility and impact. The MEES received useful input from DG SANTE and DG ECHO concerning aspects to take into account in relation to Decision 1082 and international response respectively. In addition, the MEES requested collective input from the Advisory Forum as well as feedback from the ECDC Director on her expectations vis-à-vis the Third External Evaluation. During its meetings, the MEES agreed to include a draft intervention logic model and stakeholder mapping in the Request for Services for the contractor to build further upon. In conclusion, on

behalf of the MEES, she requested the Management Board to approve the proposed timeline for the evaluation and to agree on the possibility for a written procedure to approve the final version of the Request for Services as some work is still needed to finalise the document. The MB was also asked to agree upon the possibility for the MEES to approve the inception and interim reports, and to inform the MB of the results. Concerning the budget, it was mentioned that 250 000 € have been earmarked for the evaluation, and it was inquired whether there is any possibility to increase the budget without jeopardising other ECDC activities.

21. In the discussion that followed, the MB members agreed with the proposed approach and timeline. The Chair of the Management Board congratulated the MEES for their work and their in-depth reflection on the matter. Nevertheless, he expressed some concern regarding the timeline on the one hand, and the broad scope on the other hand, and recommended the MB to comment on the existing questions rather than suggesting additional ones. Bearing in mind the long-term planning of ECDC's activities, it was suggested to put in place the drafting group for recommendations at latest during the MB meeting in March 2019 as foreseen in the timeline.

22. Andrea Ammon thanked the MEES for their thorough work to date. She agreed with the Chair that the scope of the evaluation seemed rather broad and inquired whether all questions were deemed equally important. She added that for some areas, a simple desk review might be sufficient. Concerning the budget, she mentioned that additional monies could certainly be found if needed, but it should be understood whether this is really worthwhile.

The Management Board approved the proposed timeline of the Third External Evaluation and gave the MB External Evaluation Steering Committee (MEES) the mandate to finalise the document before submitting it to the Board for approval via written procedure. The Management Board also gave the MEES the mandate to approve the inception and interim reports on behalf of the Board.

## Revised Rules of Procedure of the Management Board (Document MB42/06)

23. Gesa Lücking, Chair of the Management Board Working Group on revised Rules of Procedure, MB Alternate, Germany, recalled that the WG had been set up during the MB meeting in June 2017. The WG held three audio conferences and also received support from the European Commission and from Andrea Iber, Head of Section, Legal Services, ECDC. The final version of the RoP was now presented to the Board for approval. The main changes in the RoP were explained (new rules concerning the dismissal/extension of the mandate of the Director (Art. 3), incorporation of changes of an editorial nature and clarification of the wording). Based on the examination of the use of proxies in other EU Agencies, with regard to the election of Chair/Deputy Chair and Director, as well as of the rules on quorum in other agencies, it was recommended to keep the existing rules on proxies and quorum. It was also suggested to introduce rules to recall the importance of the physical presence of members (Article 5(2)). As previously discussed in the MB, it was suggested to develop a Code of Conduct as a separate document to be developed at a later stage.

24. The Chair inquired whether the process for the dismissal of the Director contains only a vote or if the possibility for the Director to defend him/herself is foreseen. If affirmative, it would be useful to mention this in the RoP.

25. Andrea Iber explained that the dismissal is to be seen as a two-step procedure: the RoP regulate only the voting and, by analogy, the same majority is applied for the dismissal as for the appointment. However, according to normal legal principle, the requirement is that the person is being heard. She suggested adding a sentence stating that the right of the person to be heard has to be fully respected in the process.

26. For the purpose of consistency, it was suggested to amend the reference to the number of weeks in Article 2 paragraph 2a (from three to four weeks), given the implicit deadline of three weeks for documents to be submitted to the Management Board.

27. Wolfgang Philipp, MB Alternate, European Commission, expressed his agreement with the proposed RoP. He pointed out that several other agencies (e.g. EMA, EFSA) have a Code of Conduct (CoC) and invited the MB to consider providing an additional mandate to the WG to develop a CoC.

28. The MB agreed to set up a new WG tasked to develop a draft Code of Conduct of the MB. The following persons volunteered to join the Working Group: Martina Brix, MB Alternate, Austria, Anne-Catherine Viso, Alternate, France, Gesa Lücking, MB Alternate, Germany, Paula Vasconcelos, MB Alternate, Portugal, Marilena Koppa, MB Member, European Parliament, and Wolfgang Philipp, MB Alternate, European Commission. The Working Group will select its chairperson during its first meeting. The WG remains open to additional volunteers.

The Management Board approved the revised MB Rules of Procedure pending the above-mentioned amendments. The Board further agreed to establish a new working group responsible for elaborating a draft Code of Conduct of the Management Board. ECDC will solicit additional volunteers to the Working Group in due course.

### **Report on Implementation of the Work Programme 2018 up until present (*Document MB42/07*)**

29. Philippe Harant, Head of Section, Quality Management, Resource Management and Coordination Unit, ECDC, updated the Board on the implementation of the Work Programme 2018. He informed the Board that, as of 15 March 2018, 63% of the activities had started and were on schedule, 1% was delayed, 16% had not started, and 20% were activities that were not monitored as such (fixed permanent work, such as human resources, finances, management activities or administrative support). He then explained the main changes in the Financing decision, and added that these were visible in track changes in the annex to the document.

The Management Board approved the Report on Implementation of the Work Programme 2018.

### **Annual Report of the Director on the Centre's Activities in 2017 (including Draft Analysis and Assessment of Annual Report of the Director 2017) (*Documents MB42/08 and MB42/Info Note 3*)**

30. Andrea Ammon presented the Annual Report of the Director 2017. She emphasised that in 2017, the budget was used better than ever (90% commitment rate, 81.7% payment rate) and 90% of ECDC's planned activities were implemented, which is above the established target of 85%. During the year, there were two areas of particular importance where ECDC provided support: the growing concern over AMR and the worrying level of vaccine hesitancy. She then presented the key highlights and a number of key indicators for 2017.

31. Johan Carlson, MB Member, Sweden, summarised the discussions of the Audit Committee, with respect to the Annual Report. The AC had discussed the look and design of the report and requested some clarifications on the control standards. The ECDC Director had confirmed that the control standards will be presented in November 2018. In conclusion, the Audit Committee recommended that the Management Board adopt the Draft Assessment of the Annual Report 2017.

32. In the discussion that ensued, the MB members sought further details concerning the types of requests received from the Member States, the European Parliament and the European Commission. The increased impact factor of *Eurosurveillance* was perceived as positive, but it was inquired whether this could lead to the journal becoming more exclusive, making it difficult for smaller entities to get their articles published.

33. Andrea Ammon thanked the Management Board for their constructive comments and responded that the requests received from the Commission and the Parliament are customarily listed in the ECDC Highlights document, albeit the full list of requests could of course be integrated into a separate document. For *Eurosurveillance*, she mentioned that the immediate effect of the increased impact factor was that the journal received much more articles and currently rejected about 80% of the articles submitted. The aim was still to promote publications from Member States and from authors that have not published so much.

Responding to a question from the European Parliament on whether there was any impact assessment of ECDC performed by the European Commission, she mentioned that, for ECDC, the impact assessment is the External Evaluation performed every five years. Her input to the MEES had also focused on this aspect, i.e. what has the impact been of ECDC's work over the last five-year period. In this context, she emphasised the importance of formulating appropriate indicators.

34. Following the discussion, the Board adopted the Annual Report of the Director for 2017.

The Management Board approved the Annual Report of the Director on the Centre's Activities in 2017, including Draft Analysis and Assessment of Annual Report of the Director 2017.

## Summary of discussions held at the 37<sup>th</sup> Meeting of the ECDC Audit Committee (20 March 2018), including its recommendations

35. Johan Carlson, MB Member, Sweden, and Chair of the Audit Committee, summarised the discussions from the 37<sup>th</sup> Audit Committee meeting which took place in the morning of 20 March 2018. Concerning the regular update on audit activities, he noted that there were 12 open audit observations; 11 of these are currently for IAS review. The remaining open audit observation (no. 87) is planned to be implemented in Q4 2018.

### *a) IAS Strategic Internal Audit Plan 2018-2020 (Document MB42/09)*

36. Reinder van der Zee, Internal Audit Service, European Commission, presented the Strategic Internal Audit Plan (SIAP) established by the Internal Audit Service (IAS) for the ECDC for the period 2018-2020. The SIAP is based on the results of a risk assessment exercise carried out by the IAS in September 2017 and covering the ECDC's major processes, both operational and administrative. Based on the risk assessment, four prospective audit topics are proposed for the period 2018-2020: 1) Preparedness and response, 2) Health communication, 3) Human resources management, and 4) IT security management. It was explained that, out of the four potential audit topics, three topics will be audited over the three-year period. For 2018, the topic chosen is Preparedness and Response. The risk assessment will be updated annually; the decision on the topic(s) to be included in the IAS annual audit plan is taken by the Internal Auditor after consultation with the ECDC Director.

37. The Board Members thanked Reinder van der Zee for his comprehensive presentation. One MB Member inquired whether any benchmarking between agencies had been carried out in order to understand in which areas ECDC is strong or weak in comparison with other agencies.

38. Reinder van der Zee responded that the IAS is prudent in terms of comparing agencies given their specificities, with the caveat that benchmarking is mainly used to share best practices.

39. Andrea Ammon added that the EU Agencies Network is a useful platform for sharing best practices and this is regularly done for instance within the Agency network on performance management.

The Management Board approved the IAS Strategic Internal Audit Plan 2018-2020.

### ***b) Progress Report: Overview of 2018 Budget Implementation until 18 March 2018***

40. Anja van Brabant, Head of Section, Finance and Accounting, Resource Management and Coordination Unit, ECDC, presented an overview of the 2018 budget implementation until 18 March 2018. She explained that the commitment rate for the First Quarter 2018 was slightly higher than the previous year with a significant increase noted in Title 3. The payment rate was significantly lower in Title 2 compared to the previous year, due to the fact that several orders for the new ECDC premises still needed to be paid.

41. Johan Carlson summarised the discussions in the Audit Committee mentioning that the AC had taken note of the explanations given regarding the budget execution. He added that the removal has yet to take place, which will thereby affect the figures at the end of Q1 2018.

The Management Board took note of the Progress Report: Overview of 2018 Budget Implementation until 18 March 2018.

### ***c) Provisional Annual Accounts 2017 (Document MB42/10)***

42. Anja van Brabant, Head of Section, Finance and Accounting, Resource Management and Coordination Unit, ECDC, presented the provisional Annual Accounts for 2017. In 2017, there was an increase in the commitment rate (99,78%) compared to 2016 (98,02%). There was also an increase in the level of executed payments (81,71% vs 79,30% 2016). The Provisional Annual Accounts 2017 were audited by an external audit firm (Ernst & Young) during 5-9 March 2017. The Final Annual Accounts 2017 will be presented to the Board for approval in the June 2018 meeting.

43. Johan Carlson mentioned that the AC had discussed the provisional annual accounts and was very pleased with the 2017 implementation and budget execution. The AC recommended the MB to adopt the Provisional Annual Accounts 2017.

The Management Board approved the Provisional Annual Accounts 2017, including Report on Budgetary and Financial Management.

### ***d) Third Supplementary and Amending Budget 2017 (Document MB42/11)***

44. Anja van Brabant presented the Third Supplementary and Amending Budget 2017, which represents all the transfers that have taken place since the 41<sup>st</sup> Management Board meeting in November 2017, and up until 31 December 2017. In order to significantly improve the implementation of the budget in 2017, budget transfers between multiple lines in Titles I and II, for a total net amount of 585.480 €, were carried out between the titles. All budget transfers were approved by the Director within the limits of Article 27(1) of the Centre's Financial Regulation.

45. Johan Carlson summarised the discussions in the Audit Committee, noting that the AC had taken note of the budget transfers made, and concluded that these had been carried out correctly and in accordance with ECDC's Financial Regulation.

The Management Board took note of the Third Supplementary and Amending Budget 2017.

## ECDC Preparedness and Response Strategy 2018-2022 (*Document MB42/12*)

46. Karl Ekdahl, Head of the Public Health Capacity and Communication Unit, ECDC, presented the ECDC Preparedness and Response Strategy, mentioning that the purpose of the Strategy was to clarify ECDC's role in a changing landscape. The preparation of a Preparedness Strategy had started two years ago with discussions with the NFPs for preparedness. The document had then been presented twice in the Advisory Forum (AF50 in September 2017 and AF52 in February 2018). Following discussions in AF50, response elements were incorporated in the document as a combined Preparedness and Response Strategy. The Strategy outlines five strategic objectives and activities designed to reach them. The Strategy will be implemented in broad partnerships with all relevant stakeholders contributing to global preparedness.

47. In the discussion that followed, several MB Members expressed that the document lacked clarity, in particular, regarding the role of ECDC versus the Member States and the Commission in risk assessment and risk communication. Concerning the legal basis, it was pointed out that the focus should be on Articles 3 and 9 of the Founding Regulation, and on the supportive role of ECDC in this area. Concerning EWRS, it was commented that the impact of the new data protection rules was not described clearly enough. In addition, one MB Member requested to add information on the impact of Brexit. It was further suggested to make the AF input received visible in the document. One MB Member pointed out that threats of unknown origin were not included in the document while these are part of the ECDC mandate. The need to avoid duplication was emphasised particularly in relation to the WHO Joint External Evaluation (JEE). It was also requested to receive information on ECDC's role in the Joint Action on preparedness and response in order to avoid any kind of overlap or duplication of work. The Board members suggested sending their further input in writing.

48. Karl Ekdahl thanked the Management Board for their valuable comments and concluded that, in essence, these concerned not so much the views expressed in the document, but rather the formulations. He agreed that threats of unknown origin are indeed in the ECDC mandate and should be added. Regarding Brexit, he hoped that there would be some more details available in the coming months, but due to the current lack of clarity, it was not possible to take this into account in the Strategy at this stage. Concerning risk assessment, he clarified that what ECDC can do in this landscape is to provide technical support and scientific input to the Health Security Committee, with the aim to support in the implementation.

49. Andrea Ammon thanked the Management Board for their valued comments, and added that ECDC would work further on the document in order to describe better the role of Member States and ECDC, respectively. She invited the MB Members to send any further comments in writing, and suggested revisiting the revised document in June for approval.

50. The Chair summarised the discussion, stating that ECDC will fine-tune the document to address the concerns of MB members, and circulate a new version including previous AF input to the Board with a two-week deadline for further comments in writing. The final version of the Strategy will be submitted to the MB for approval in June 2018.

The Management Board agreed that ECDC will incorporate the suggestions received and subsequently circulate the document electronically with a two-week deadline for further comments. A revised version will be submitted to the Management Board for approval at its 43<sup>rd</sup> meeting in June 2018.

## ECDC Chief Scientist's Annual Report on the work of the Advisory Forum (*Document MB42/13*)

51. Mike Catchpole, Chief Scientist, ECDC, recalled that the need for an annual report of the Chief Scientist on the work of the Advisory Forum had been identified by the Management Board Working Group on improved complementarity between the MB and the AF. The purpose of the report is to provide the MB with a succinct summary of the advice provided by the AF. The report is structured according to the

functions of the Advisory Forum set out in Article 18 of the ECDC Founding Regulation. The overall conclusion was that the Advisory Forum showed strong engagement and provided advice on a vast range of topics. The AF was also effective in challenging the Centre in important strategic issues such as the Preparedness strategy, the Disease Programme strategy, RSV surveillance, Fellowship Programme, etc. In general, there was little or no substantial divergence or conflict in views expressed and there was broad consensus on the conclusions.

52. The Board members expressed their appreciation of the report. In order to make the contribution of the Advisory Forum more visible, it was suggested to include a summary of the AF work in the next Annual Report of the Director. While the content of the report was considered very relevant, it was felt that some information on the more concrete impact of the AF advice could have been useful to include. In addition, the role of the AF in advising on priorities was not so clearly described in the document.

53. Mike Catchpole thanked the Management Board for their input and agreed that the role of the AF in advising on the Single Programming Document (SPD) probably needed to be clarified better in future reports. In this context, he mentioned that ECDC is currently in the process of reinvigorating the IRIS system for prioritisation of scientific activities, and a major part of the September Advisory Forum meeting will be devoted to the prioritisation exercise.

54. The Chair thanked the Chief Scientist for this first Annual Report and concluded that the comments provided by the Board members will be taken into account for the next report.

The Management Board took note of the ECDC Chief Scientist's Annual Report on the work of the Advisory Forum.

## Address from Annika Strandhäll, Minister for Health and Social Affairs, Sweden

55. Annika Strandhäll, Minister for Health and Social Affairs, Sweden, welcomed all the participants, informing that she was very proud of having the ECDC established in Sweden. She emphasised the importance of EU cooperation in the area of infectious diseases, which was clearly demonstrated during the Ebola outbreak. She wished the participants a productive meeting and added that she hoped to be able to visit the new ECDC premises in the near future.

## Update from the European Commission

56. Isabel de la Mata, MB Alternate, European Commission, informed the Board about the State of Health in the EU: a two-year initiative undertaken by the European Commission that provides policy makers, interest groups, and health practitioners with factual, comparative data and insights into health and health systems in EU countries. The cycle is developed in cooperation with the OECD and the European Observatory on Health Systems and Policies. The cycle consists of four main stages: the Health at a Glance: Europe, prepared by the OECD, which gives a horizontal starting point, 28 Country Health Profiles, adapted to the individual context and specificities of each EU country, a Companion report published along with the Country Health Profiles and, at the end of the two-year cycle, the possibility for health authorities in EU countries to request voluntary exchanges with the experts behind the State of Health in the EU, to discuss findings and potential policy responses. The country specific reports were distributed for information to the MB members representing a Member State.

57. Wolfgang Philipp, MB Alternate, European Commission, updated the Board on ongoing activities. The presentation focused on the implementing measures under Decision 1082, the state of play on microbiological reference laboratory developments, the upcoming Health Security Committee meeting, and the status of Joint Procurement.

The Management Board took note of the update from the European Commission.

## Update on ECDC staff matters

### *a) Results of the ECDC Staff Survey 2017, including action plan (Document MB42/Info Note 1 and MB42/SC)*

58. Andrea Ammon presented the results of the Staff Survey 2017. She explained that, in recent years, the Staff Survey has been carried out every two years. Since last year, ECDC is part of an inter-agency Framework Contract with PwC which allows for certain benchmarking with other EU agencies. The survey contains 60 questions which are the same for all agencies and a maximum of 20 questions specific for each agency. Following the 2013 Survey, an action plan was launched and fully implemented. The 2015 Survey showed no tangible improvements despite the action plan, and it was agreed to postpone actions until a new Director was appointed. The 2017 Survey had a 75% response rate which is considered very high. The overall total favourable (staff engagement index) is 52%, which is far from the 75% target set in the SPD. The dimensions that scored the best were the line manager, the work itself, and the reward, while among the least favourable were leadership, capacity to cope with change, cooperation, integrity and independence, and communication.

59. ECDC's Director then presented the actions already taken and foreseen to improve ECDC's organisational efficiency and to address the results of the Staff Survey. These include the organisational performance review already launched. As previously explained to the Board, the contractor will review the performance of the Centre according to the 7-S model (Strategy, Structure, Systems, Shared Values, Skills, Style, Staff). Based on the preliminary findings of the performance review, four working groups have been set up to work on the main problem areas identified: Strategy, Structure, Systems and Style. The starting point is that the development of a clear vision and strategy, is a primary priority, prior to a fundamental overhaul of systems and structure. The possibility for all staff to provide input will be ensured, for instance, through "world café" sessions. The guiding principles for the work will be open dialogue, transparency (the dedicated intranet page will be regularly updated) and a forward-looking approach, keeping in mind that the activities have to be tailored according to feasibility. In conclusion, she mentioned that the name chosen for these activities was "Next Generation ECDC". This reflects that the work will stretch over two to three years with the intention to transform ECDC to the next organisational level ready to deal with any challenge in the future. An update on the work will be provided to the Management Board in June 2018.

60. In the discussion that ensued, the Board members thanked the Director for the transparency in reporting the results of the Staff Survey. They appreciated that actions were taken to improve the situation but expressed some concerns regarding certain elements of the planned activities. In particular, it was questioned why the focus was put on strategy and vision, which are more linked to the external work, while the biggest problem seemed to be the internal organisation of the work. Decision making and transparency did not seem to be addressed so much in the programme. It was further inquired how the working groups had been selected, and whether the views of other staff members will be properly taken into account. It was also questioned in which way the contractor will support the further work. In conclusion, the Board members mentioned that the MB can only provide limited support in this process, but trusted that the ECDC Director will drive this challenging work further in a successful way.

61. Andrea Ammon thanked the Management Board for their valuable comments, emphasising that the working groups are not expected to deliver the final solution, but a set of draft recommendations that will then be discussed with the rest of the staff, for instance, during a staff retreat that will take place in September 2018. Concerning the strategy and vision, she stressed that the reason for ECDC to exist is first of all to do the external work and this needs to shape how the internal work is designed. She assured the MB that leadership and decision making is at the core of the process; as an example, the working group members will deliver a draft Code of Conduct for management that will then be further discussed. Concerning the assignment of the current contractor, she explained that the contractor had been tasked to make a diagnosis and review, and to kick start the process. Further support will be needed to take the process forward, which is foreseen to be provided under the existing Framework Contract for business consultancy.

62. The Deputy Chair informed the Board that she had met with the ECDC Staff Committee following the previous MB meeting to discuss a number of matters, including how the Staff Committee can better interact with the Management Board. She suggested to revisit to this matter in the June MB meeting.

The Management Board took note of the results of the ECDC Staff Survey 2017, including the action plan. Continuous updates on the progress of the Next Generation ECDC initiative will be provided in each following MB meeting.

### ***b) How ECDC works with the prevention of harassment, including potential harassment matters (Document MB42/Info Note 2)***

63. Andrea Ammon informed the Board that, on the initiative of the European Institute for Gender Equality, the EU Agencies Network had united in a common declaration against harassment, including sexual harassment in the workplace. The Declaration, signed by the Agencies' Directors, including ECDC's Director, had been communicated to staff to reiterate the importance of this matter.

64. The Deputy Chair expressed her genuine trust in the future, and that ECDC staff shall be treated with respect. She recalled that the prevention of harassment policy had been discussed in the previous MB meeting, and inquired whether any new information was available.

65. ECDC's Director affirmed that there had been no further information to report since the last meeting.

The Management Board took note of the update on how ECDC works with the prevention of harassment, including potential harassment matters.

### **ECDC Public Health Microbiology Strategy 2018-2022 (Document MB42/14)**

66. Marc Struelens, Chief Microbiologist, ECDC, presented the ECDC Public Health Microbiology Strategy 2018-2022. Based on the ECDC mandate in the area of public health microbiology and on lessons learned from microbiology support outputs in 2012-2016, and the EULabCap monitoring of laboratory capabilities in EU Member States in 2013-2016, ECDC will focus on five priorities for 2022: 1) facilitating the technology transition to optimise EU-wide use of whole genome sequencing for surveillance and outbreak investigations; 2) benchmarking public health microbiology services and promoting best practices across the EU and beyond; 3) strengthening further the EU public health microbiology capacity; 4) strengthening the cross-sectorial and inter-agency integration of laboratory activities underpinning EU surveillance; and 5) developing synergies with EU innovative laboratory methods and eHealth initiatives.

67. The Board members appreciated the clear and well-structured document. Some additional information was requested concerning the role of the ECDC in reference laboratory networks, the activities of ECDC in the area of whole genome sequencing (WGS) and the role of ECDC in Joint Actions in the field of public health microbiology. The representative of the European Parliament raised the issue of communication and public awareness, in particular, antimicrobial resistance, and inquired whether ECDC had considered possible ways to raise awareness, for instance, by targeting consumer organisations or by making use of social media (e.g. twitter, events with known bloggers, etc.).

68. Marc Struelens responded that the Strategy had been discussed in the Advisory Forum last December, and the advice from the AF was to further ensure a sound balance between WGS public health applications and other activities. ECDC can support Member States to assess the public health value of this technology and make best use of WGS data already existing at national level. He added that the ECDC roadmap on integration of molecular and WGS data into EU surveillance is currently being revised to adjust

it to new developments and national practice. Where ECDC can provide added value is either on the level of data sharing through TESSy or by providing support to multi-country outbreak investigations; there is already a number of success stories with multi-country outbreaks of salmonellosis or drug resistant TB that were resolved thanks to WGS-based investigations in the EU. On the question how various ECDC laboratory network activities complement those of the Joint Action on highly pathogenic agents, he ensured that there is good technical coordination to ensure complementarity and to avoid any duplication. To this end, there is a Memorandum of Understanding between ECDC and the EMERGE Joint Action Consortium and continuous cooperation at technical level. With regard to the possibility to go further in communication to ensure wider public awareness about, in particular, antimicrobial resistance, he appreciated the suggestions and would refer them to ECDC Public Health Capacity and Communication Unit. He concluded that, from a microbiology point of view, EU can be proud of being at the cutting edge of the developments for detecting and monitoring AMR, even if there is some room for improvement, especially concerning timeliness of information reporting, which the molecular surveillance roadmap is trying to address.

The Management Board approved the ECDC Public Health Microbiology Strategy 2018-2022.

## Update from the Austrian EU Presidency

69. Martina Brix, MB Alternate, Austria, gave a brief presentation on the Austrian EU Presidency, which officially commences in July 2018. The health priorities of the Presidency include Food Value Chain, Access to Medicines, Health Technology Assessment, Vaccine Preventable Diseases and Tobacco Control.

The Management Board took note of the update from the Austrian EU Presidency.

## Any other business

70. The Chair thanked all the Board Members for their active participation and valuable contributions. A special thanks of appreciation was extended to the interpreters and ECDC staff for their hard work and, once again, to the Swedish Ministry of Health for having kindly agreed to host the meeting in the government premises.

71. The next Management Board meeting will convene in Stockholm in ECDC's new premises during 19-20 June 2018.

## Annex: List of Participants

Country/Organisation	Representative	Status
Austria	Martina Brix	Alternate
Belgium	Daniel Reynders ( <i>Chair</i> )	Member
	Carole Schirvel	Alternate
Bulgaria	Angel Kunchev	Member
Croatia	Bernard Kaić	Member
Cyprus	Irene Cotter	Member
Czech Republic	Jozef Dlhý	Alternate
Denmark	Bolette Søborg	Member
Estonia	Merike Jürilo	Member
Finland	Anni Virolainen-Julkunen ( <i>Deputy Chair</i> )	Member
Finland	Taneli Puumalainen	Alternate
France	Anne-Catherine Viso	Alternate
Germany	Gesa Lücking	Alternate
Hungary	Ágnes Dánielisz	Member
Ireland	Michael Smith	Member
Italy	Francesco Maraglino	Alternate
Latvia	Jana Feldmane	Member
Lithuania	Audrius Ščeponavičius	Member
Luxembourg	Jean-Claude Schmit	Member
Malta	Patricia Vella Bonanno	Member
Netherlands	Ciska Scheidel	Member
Portugal	Paula Vasconcelos	Alternate
Slovak Republic	Ján Mikas	Member
Slovenia	Mojca Gobec	Member

Country/Organisation	Representative	Status
Spain	Maria Araceli Arce Arnáez	Alternate
Sweden	Johan Carlson	Member
	Mårten Kivi	Alternate
United Kingdom	Emma Reed	Member
<b>European Parliament</b>		
	Zofija Mazej Kukovič	Member
	Maria Eleni Koppa	Member
<b>European Commission</b>		
DG SANTE	Isabel de la Mata Barranco	Alternate
DG SANTE	Wolfgang Philipp	Alternate
DG RTD	Barbara Kerstiens	Alternate
<b>EEA Countries</b>		
Iceland	Sveinn Magnússon	Member
Norway	Karl-Olaf Wathne	Member