



ECDC Management Board

Minutes of the Forty-first Meeting Stockholm, 21-22 November 2017

Adopted by the ECDC Management Board at its Forty-second meeting, 20-21 March 2018

Contents

Opening and welcome from the Deputy Chair (and noting the Representatives)	1
Welcome from the Director, ECDC.....	1
Adoption of the draft programme (and noting the declarations of interest and proxy voting, if any) (<i>Document MB41/01 Rev.2</i>)	1
Adoption of the draft minutes of the 40 th meeting of the Management Board (Stockholm, 13-14 June 2017) (<i>Document MB41/02</i>).....	1
Update from ECDC on the main activities since the last meeting of the Management Board (13-14 June 2017) (<i>Document MB41/03</i>).....	1
Update on ECDC Compliance	2
Appointment of Reporting Officers for the appraisal of the ECDC Director (<i>Document MB41/04</i>).....	3
Joint Action Plan to address Recommendations arising from the second External Evaluation: End-of-term Report (<i>Document MB41/05</i>).....	3
Measures to ensure that the activities of the Management Board and the Advisory Forum are more complementary and synergistic (<i>Document MB41/06</i>).....	4
Progress Report: Third External Evaluation of ECDC (<i>Document MB41/07</i>)	4
Report on Implementation of the Work Programme 2017 up until present (<i>Document MB41/08 Rev. 1</i>)..	5
Summary of discussions held at the 36 th Meeting of the ECDC Audit Committee (21 November 2017), including its recommendations:	5
How ECDC works with the prevention of harassment, including potential harassment matters (<i>Document MB34/12</i>).....	9
Progress Report: Revision of Rules of Procedure of the ECDC Management Board	10
ECDC International Relations Policy 2020 (<i>Document MB41/14</i>).....	10
Proposal for the Third ECDC Joint Strategy Meeting (JSM) (<i>Document MB41/15</i>)	11
Update from the European Commission.....	11
Update from the Bulgarian EU Presidency.....	12
Any other business.....	12
Annex: List of Participants	13

Summary of Proceedings – ECDC Management Board Meeting

The Forty-first meeting of the ECDC Management Board (MB) convened in Stockholm, Sweden, during 21-22 November 2017. During the meeting, the Management Board:

- ❖ adopted the programme;
- ❖ adopted the minutes of the Fortieth meeting of the Management Board;
- ❖ took note of the update from ECDC on the main activities since the last meeting;
- ❖ took note of the update on the ECDC Independence Policy for Staff and the update on the implementation of the Independence Policy, and agreed that the revised Independence Policy for Staff and an updated Independence Policy for non-Staff should be sent to the Board for informal consultation by mid-January 2018, before submitting both documents to the Management Board for final approval in March 2018.
- ❖ appointed the following Reporting Officers for the appraisal of the Director: Johan Carlson, MB Member, Sweden; Irene Cotter, MB Member, Cyprus; John F Ryan, MB Member, European Commission. In accordance with Implementing Rule No. 25, the Chair of the Management Board acts as Appeal Assessor;
- ❖ approved the End-of-term Report of the Joint Action Plan to address Recommendations arising from the Second External Evaluation;
- ❖ approved the proposed measures to ensure that the activities of the Management Board and the Advisory Forum are more complementary and synergistic;
- ❖ took note of the Progress Report on the Third External Evaluation of ECDC. The draft Terms of Reference of the External Evaluation will be submitted to the Management Board for approval in March 2018;
- ❖ approved the Report on Implementation of the Work Programme 2017 up until present;
- ❖ took note of the summary of discussions held at the 36th meeting of the ECDC Audit Committee;
- ❖ took note of the Progress Report: Overview of 2017 Budget Implementation since the last Management Board meeting;
- ❖ took note of the Second Supplementary and Amending Budget 2017;
- ❖ adopted the ECDC Single Programming 2018;
- ❖ adopted the Budget and Establishment Table 2018;
- ❖ approved the proposal on the review of indicators for the SPD 2018;
- ❖ discussed the Single Programming Document 2019 in a *tour-de-table* session and took note of the Draft Budget 2019. Approval of the Draft Budget 2019 will be requested from the Management Board through written procedure in January 2018, as an annex to the Single Programming Document 2019;
- ❖ took note of the presentation on how ECDC works with the prevention of harassment, including potential harassment matters, and requested to receive regular updates from ECDC on this matter;
- ❖ took note of the Progress Report from the Management Board Working Group on revised Rules of Procedure of the ECDC Management Board;
- ❖ approved the ECDC International Relations Policy 2020 with minor changes;
- ❖ approved the proposal for the Third ECDC Joint Strategy Meeting (JSM);
- ❖ took note of the update from the European Commission;
- ❖ took note of the presentation from the Bulgarian EU Presidency.

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

1. Anni Virolainen-Julkunen, Deputy Chair of the ECDC Management Board, welcomed all the participants to the Forty-first meeting of the Management Board. A special welcome was extended to Ciska Scheidel, newly appointed Member, Netherlands. Apologies had been received from Estonia, Iceland, Hungary, Luxembourg (proxy given to the Netherlands), Poland, Slovenia, and John F Ryan, DG SANTE, European Commission.

2. The Deputy Chair mentioned that all Board members should have received an email communication from the Chair of the Management Board with instructions on how to submit their Annual Declaration of Interest and Annual Declaration of Commitment for 2018. As previously expressed by the Chair of the Board, she stressed the importance of the Management Board Members setting the example by submitting their declarations on time.

Welcome from the Director, ECDC

3. Dr Andrea Ammon, Director, ECDC, welcomed the Management Board members and noted that she was looking forward to having fruitful and interesting discussions during the meeting.

Adoption of the draft programme (and noting the declarations of interest and proxy voting, if any) (*Document MB41/01 Rev.2*)

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

5. 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 draft programme.

Adoption of the draft minutes of the 40th meeting of the Management Board (Stockholm, 13-14 June 2017) (*Document MB41/02*)

6. The Deputy Chair noted that the United Kingdom had requested an amendment in point 77 of the draft minutes; this change had been addressed in the minutes circulated to the Board ahead of the meeting. There were no further comments on the draft minutes.

The Management Board adopted the minutes of the Fortieth meeting of the Management Board.

Update from ECDC on the main activities since the last meeting of the Management Board (13-14 June 2017) (*Document MB41/03*)

7. Andrea Ammon provided the Board with an update on the main activities since the last meeting, including the follow-up of the decisions made in the last Management Board meeting in June 2017. The presentation also highlighted key visits and meetings, and the main issues discussed during the 50th meeting of the Advisory Forum. She recalled that the World AIDS Day will take place on 1 December; in this context, she mentioned that ECDC and WHO/Europe had now agreed on a joint branding which will be used for all the joint reports, starting with the joint ECDC-WHO report on HIV/AIDS surveillance in Europe. In conclusion, she updated the Board on the planned review of ECDC organisational performance.

She clarified that the review will focus on the internal organisation and should not clash with the Third External Evaluation of the Centre to be launched in 2018.

8. In the discussion that followed, some further details were requested regarding the scope of the performance review, and whether it would only look at internal processes or also cover some aspects of ECDC's relations with Member States and Coordinating Competent Bodies for instance; such information was important for defining the areas to be covered by the Third External Evaluation.

9. Andrea Ammon explained that the contractor will review the performance of the Centre according to the 7-S model (Strategy, Structure, Systems, Shared Values, Skills, Style, Staff). In addition, the contractor will examine how the management of ECDC's main stakeholders is set up internally (MB, AF, CCB) but will not look into the actual implementation of the system. She added that the final report is expected to be delivered in April 2018, and will be provided to the MB External Evaluation Steering Committee (MEES), and subsequently shared also with the company that will perform the Third External Evaluation.

10. The Deputy Chair congratulated the ECDC and WHO/Europe for the joint ECDC-WHO Report on HIV/AIDS Surveillance, and stressed that the harmonisation of the surveillance systems was of highest importance for the Member States.

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

Update on ECDC Compliance

11. Andrea Iber, Head of Section, Legal Services and Acting Head of Section, Procurement, Resource Management and Coordination Unit, ECDC, provided an update on the ECDC Independence Policy. Since the last Management Board meeting, ECDC received two rounds of feedback from DG HR on the revised Independence Policy for Staff and its Internal Procedure. The comments concerned both the substance and the structure, and the documents have now been amended to reflect these recommendations. According to the procedure defined in the Staff Regulations, as a next step, the Staff Committee will be consulted on the documents before they are submitted to the Management Board for approval and, finally, to the Commission for agreement.

12. Due to the fact that some of the comments provided by DG HR are also relevant for the Policy for non-Staff, the preferred approach of ECDC would be to incorporate the necessary changes to the Policy for non-Staff and then submit both policy documents for adoption at the next Management Board meeting in March 2018. The second option would be to submit the Independence Policy for Staff for approval via written procedure.

13. The MB members agreed that, while it was important not to delay the finalisation of the Policy for Staff, it was preferable to treat both policies together in order to ensure a harmonised approach. One MB Member suggested a third option, whereby both documents would be sent to the Management Board for informal consultation before submitting the final versions for adoption in March. This would allow the Board to look into the matter in more detail and to provide comments beforehand, which would facilitate the decision making during MB in March. The Board agreed with this suggestion. Andrea Iber confirmed that it would be feasible from ECDC side to submit both documents for informal consultation by mid-January.

14. Andrea Iber then updated the Board on the implementation of the Independence Policy and mitigation measures. She mentioned that the compliance rate for the MB was currently 91% with ADOLs missing from 2 Members and 4 Alternates. For Rapid Risk Assessments and expert meetings the compliance rate was 97% and 98% respectively. She stressed that the aim is of course to reach 100% compliance; the Compliance Officer will look into possible measures, such as internal training for instance, to achieve this.

The Management Board took note of the update on the ECDC Independence Policy for Staff and the update on the implementation of the Independence Policy. The Management Board agreed that the revised Independence Policy for Staff and an updated version of the Independence Policy for non-Staff be sent to the Board for informal consultation by mid-January 2018, before submitting both documents to the Management Board for final approval in March 2018.

15. Before passing on to the next agenda item, the Chair gave the floor to Paula Vasconcelos, MB Alternate, Portugal, who had requested a few minutes to convey a message from her country in acknowledgment of the work of Dr Hervé Zeller, Head of Disease Programme Emerging and Vector-borne Diseases, ECDC, on the occasion of his imminent retirement. On behalf of the Portuguese Coordinating Competent Body, Paula Vasconcelos thanked Hervé Zeller for the support provided to Portugal on various occasions, and in particular the direct support provided during the dengue outbreak in Madeira. She added that, with his immense amount of knowledge and the capacity to understand the needs of others, Dr Zeller represents the best ECDC can provide in terms of support and added value for the Member States.

16. Hervé Zeller thanked Portugal for the thoughtful words, and stressed all the teamwork that had been carried out along with the support of experts in the Member States.

Appointment of Reporting Officers for the appraisal of the ECDC Director (*Document MB41/04*)

17. Closed session (Management Board Members and designated staff from ECDC).

The Management Board appointed the following Reporting Officers for the appraisal of the Director: Johan Carlson, MB Member, Sweden, Irene Cotter, MB Member, Cyprus, John F Ryan, MB Member, European Commission. In accordance with Implementing Rule No. 25 of the Staff Regulations, the Chair of the Management Board acts as Appeal Assessor.

Joint Action Plan to address Recommendations arising from the second External Evaluation: End-of-term Report (*Document MB41/05*)

18. Mike Catchpole, Chief Scientist, ECDC, recalled briefly the background of the Joint Action Plan to address Recommendations from the Second External Evaluation. The end-of-term report provides a summary of the actions taken in response to the Conclusions and Recommendations of the ECDC Management Board External Evaluation Drafting Group, and assesses the changes that those actions have delivered and the extent to which they address the recommendations. Concerning laboratory support, he recalled that the Management Board had requested that the European Commission take the lead in acting upon the recommendations relating to the area of microbiology laboratories. Following the acceptance by the Management Board of SANTE's second Information Note (MB40), ECDC is in the process of developing a Microbiology Strategy 2018-2022, which will be presented to the Advisory Forum in December 2017 before being brought to the Management Board for approval.

19. In the discussion that followed, several MB Members congratulated ECDC for the comprehensive report and for the efforts made to implement the action plan. Some further details were requested regarding the matrix organisation (recommendation 13). One MB Member inquired about the total number of recommendations and whether they had all been addressed.

20. Mike Catchpole clarified that there were 18 recommendations altogether and all had been addressed; more details on each of the actions taken were provided in the final report. Concerning recommendation 13, he mentioned that the planned external evaluation of ECDC's organisational performance will also consider the matrix organisation.

The Management Board approved the End-of-term Report of the Joint Action Plan to address Recommendations arising from the Second External Evaluation.

Measures to ensure that the activities of the Management Board and the Advisory Forum are more complementary and synergistic (*Document MB41/06*)

21. Mike Catchpole recalled that the conclusions of the MB Working Group on Complementarity between the Advisory Forum and the Management Board had been endorsed by the Management Board in June 2017. ECDC was requested to produce a formal document on the proposed actions, including a concise summary of the roles and responsibilities of the Management Board and the Advisory Forum. The document suggests a number of concrete measures based on the Working Group conclusions: creation of an Induction package for new Advisory Forum and Management Board members; sharing of documents for Management Board and Advisory Forum members through the ECDC extranet; enhanced communication from the Advisory Forum to the Management Board; strengthened arrangements for requesting Advisory Forum input to Management Board business. Concerning the enhanced communication from the AF to the MB, he mentioned that the Chief Scientist will provide an Annual Report to the Management Board summarising the AF work, and highlighting key issues for MB consideration and awareness. The first such report will be presented to the Board in March 2018.

22. In the discussion that ensued, some further clarifications were requested on the mechanism for the MB requesting input from the AF. Concerning the roles of the Governing Bodies in advising on the Work Programme, the European Commission stressed that the allocation of resources is a management question and therefore under the remit of the Management Board, while the Advisory Forum should focus on the scientific aspects. The Chair of the External Evaluation Steering Committee (MEES) asked whether the Advisory Forum should not be involved in, or at least informed about, the drafting of the Terms of Reference of the Third External Evaluation.

23. In response to the question on mechanisms for the MB requesting input from the AF, ECDC's Chief Scientist clarified that the MB will continue to have the option to request AF input on a specific issue; in addition, advance planning of meetings will help identifying the topics for which AF input would be required. He ensured that the Advisory Forum will also be regularly updated on the Third External Evaluation.

The Management Board approved the proposed measures to ensure that the activities of the Management Board and the Advisory Forum are more complementary and synergistic.

Progress Report: Third External Evaluation of ECDC (*Document MB41/07*)

24. Anne-Catherine Viso, Chair, External Evaluation Steering Committee, MB Alternate, France, updated the Board on the work of the MB External Evaluation Steering Committee (MEES). She mentioned that the MEES had held three audio meetings since its appointment. During these meetings, the MEES had identified the background material available for the drafting of the Terms of Reference (ToR) of the External Evaluation, and had discussed the main areas to be covered. The MEES is suggesting to draft the ToR based on key aspects being evaluated for each of the core tasks of ECDC, based on central notions of the European Commission Better Regulation Guidelines, and to revisit the questions covered by the Second External Evaluation. When drafting the ToR, the general context of the External Evaluation should be considered: the fact that ECDC has been in operation more than ten years, the entering into force of the Decision on serious cross border health threats, the changing global environment (e.g. international response to Ebola), the UK referendum on Brexit, the White paper on the Future of Europe, the new Multi-annual Financial Framework, the pressure on public expenditures in many Member States, and the development of new technologies (e.g. e-health and molecular surveillance).

25. During its meetings, the MEES also discussed a number of additional issues and how to incorporate them into the evaluation: ECDC leadership in public health (operational and scientific leadership), impact of ECDC work on public health in the Member States, ECDC flexibility and adaptation to new priorities, cost on Member States to create the EU added value, how the decision on serious cross-border threats to health

has influenced the cooperation between ECDC, the Commission and Member States, forward looking (e.g. new technologies, new needs from Member States and European Commission, the new global context, extension of the scope of action of ECDC), and how to use the Commission Better Regulation Guidelines to be efficient and most useful with the Third External Evaluation.

26. In the discussion that followed, the European Commission agreed with the importance of considering the general context; the scope of the Evaluation needs to be framed in such a way that it leads to relevant findings that can be implemented. For instance, when discussing the issue of enlarging the scope of activities of ECDC, the current economic and political environment must be taken into consideration. Concerning the Better Regulation Guidelines, it was clarified that whenever an evaluation could lead to modifications in a piece of legislation, in this case the Founding Regulation, these guidelines need to be followed. The Commission will be pleased to work with the ECDC on this aspect. Regarding the suggested areas to be covered, several MB Members agreed that the External Evaluation should look at the role of ECDC in global outbreak response based on recent experiences. It was also suggested to examine how ECDC can contribute to the process of health monitoring.

27. Concerning procurement, it was clarified that ECDC cannot be part of the DG SANTE Framework Contract for evaluations, but this should not delay the process significantly. The Board members agreed that the best option would then be the ECDC Framework Contract on business consultancy, which is foreseen to be launched at the beginning of December 2017, and to have the Terms of Reference approved during MB42 in March 2018. In conclusion, it was mentioned that 250 000 EUR have been reserved for the Third External Evaluation in the 2018 budget.

The Management Board took note of the Progress report on the Third External Evaluation of ECDC. The draft Terms of Reference of the External Evaluation will be submitted to the Management Board for approval in March 2018.

Report on Implementation of the Work Programme 2017 up until present (*Document MB41/08 Rev. 1*)

28. Philippe Harant, Head of Section, Quality Management, Resource Management and Coordination Unit, ECDC, updated the Board on the implementation of the Work Programme 2017. He informed the Board that, as of 31 October 2017, 5% of the activities had already been implemented, 73% had started and were on schedule, 2% were delayed, 1% had been cancelled, 4% had not started, and 15% were activities that were not monitored as such (fixed permanent work, such as human resources, finances, management activities or administrative support). He recalled that a revision of the Financing Decision had been approved via written procedure in November. No additional changes were requested at this stage.

The Management Board approved the Report on Implementation of the Work Programme 2017 up until present.

Summary of discussions held at the 36th Meeting of the ECDC Audit Committee (21 November 2017), including its recommendations:

29. Johan Carlson, MB Member, Sweden, and Chair of the Audit Committee summarised the discussions from the 36th Audit Committee meeting which took place in the morning of 21 November 2017. Concerning the regular update on audit activities, he noted that 1 observation had been closed by ECDC since the last meeting (no. 85), and 1 observation was ready for IAS review (no. 39). The 17 open observations are planned to be implemented as follows: 15 in Q4 2017, 1 in Q1 2018, and 1 in Q4 2018.

a) Progress Report: Overview of 2017 Budget Implementation since the last Management Board meeting

30. Anja Van Brabant, Head of Section, Finance and Accounting, Resource Management and Coordination Unit, ECDC, presented an overview of the 2017 budget implementation since the last Management Board meeting. She explained that the commitment rate for the Fourth Quarter 2017 was at the same level as the previous year, while the payment rate was significantly lower compared to the previous year, mainly due to the fact that several orders made for the new ECDC premises will be paid only next year when the deliveries to the new building will take place.

31. Johan Carlson summarised the discussions in the Audit Committee mentioning that the AC had taken note of the explanations given regarding commitments not yet made for December 2017 salary costs, which will increase the implementation to a maximum on title I (staff related expenditure), and the fact that on Title II (Infrastructure and administrative expenditure) the payment execution rate is lower than previous years due to the new ECDC premises.

The Management Board took note of the Progress Report: Overview of 2017 Budget Implementation since the last Management Board meeting.

b) Second Supplementary and Amending Budget 2017 (Document MB41/09)

32. Anja Van Brabant presented the Second Supplementary and Amending Budget 2017, which represents all the transfers that have taken place since the 40th Management Board meeting in June 2017 and up until 12 October 2017. Two budget transfers were carried out between the titles to multiple lines in title I, for a total amount of € 400.000. All budget transfers were approved by the Director within the limits of Article 27 point 1 of the Centre's Financial Regulation.

33. Johan Carlson summarised the discussions in the Audit Committee mentioning that the AC had received a clarification regarding the increase in the budget for the Security of the building which is due to increased security for the premises.

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

c) ECDC Single Programming Document 2018

i. ECDC Single Programming Document 2018-2020 (Document MB41/10, MB41/10 Corrigendum 1, MB41/10 Corrigendum 2)

34. Andrea Ammon presented the ECDC Single Programming Document 2018-2020. The three strategic objectives of the SPD are 1) Providing evidence for effective decision making 2) Strengthening Public Health systems, and 3) Supporting response to threats. E-health has been added as a new cross-cutting objective. She then presented some of the highlights for 2018, and explained the comments received by the Commission. In summary, the Commission comments concern prioritisation of AMR, VPD and the remodelling of the EWRS, the importance of ensuring sufficient resources in the area of preparedness and response; highlighting of the One health approach, in particular in the area of AMR, support on SoHo, and the need to add indicators in the multi-annual programming. She clarified that two corrigenda had been added in order to align the Activity Based Budget (ABB) with the benchmarking methodology used by all agencies. The document also includes a draft procurement plan.

35. In the discussion that followed, several Board members welcomed the efforts foreseen on VPD and AMR. It was mentioned that there are several ongoing Joint Actions in the area of VPD and AMR where collaboration with ECDC would be beneficial. From a Member State perspective, training is one of the most important activity areas and it was mentioned that there are still some outstanding issues related to the Fellowship Programme that need to be addressed. The possibility of linking the EPIET/EUPHEM Programme to academia while maintaining the practical approach of the Fellowship Programme was also discussed. Several MB Members felt that the impact of Brexit needed to be further addressed in the document even if the process is still ongoing. Concerning recruitment, the Commission noted that the ECDC is still indicating that Heads of Unit are mainly recruited at AD11 level while DG HR has at several occasions mentioned that their recruitment should start at AD9 and AD10 level.

36. Andrea Ammon thanked the Board members for their comments and informed that ECDC would formulate some text related to the uncertainties of Brexit, even if most issues have not yet been clarified. Responding to the comment from the Commission regarding recruitment, she pointed out that Units in ECDC are much larger than most of the Units in the Commission. The opinion of ECDC is therefore that the recruitment level is adequate based on what the Staff Regulations allow for. Jessica Mannheim, Head of Section, Human Resources, ECDC, confirmed that Heads of Units are normally recruited at the level of AD11 in other EU agencies as well.

37. In response to a question regarding ECDC's support to the "State of Health in the EU", Andrea Ammon explained that ECDC contributes to this Commission initiative by providing data on communicable diseases. Martin Seychell, MB Member European Commission, mentioned that he would be pleased to present the "State of Health in the EU" initiative in more detail at the next Board meeting.

38. The Deputy Chair thanked the Board for their comments and concluded that the Single Programming Document 2018 was adopted, pending the addition of some additional text on the expected impact of Brexit.

The Management Board adopted the ECDC Single Programming Document 2018.

ii. Draft Budget 2018 (Document MB41/11)

39. Anja Van Brabant recalled that the Draft Budget 2018 had been approved through written procedure as part of the Single Programming Document 2018 (Annex II & III) in January 2017. The initial total amount requested was € 58 Million, including funding for the new premises. Following negotiations with the European Commission, the initial requested amount was accepted. As a result, the budget of ECDC for 2018 amounts to € 58 Million, which is approximately the same as in 2017. The Establishment Plan 2018 is reduced by two Temporary Agent (TA) posts as a result of the required post cut of 5 % (1% per year for 5 years) plus an additional cut of 1 % per year applied to cruising speed agencies as a contribution to the "redeployment pool" foreseen by the Commission. Compared to 2017, the Budget 2018 evolution by title will be as follows: 4.5 % increase in title 1 (staff expenditure), 8.2 % decrease in title 2 (infrastructure & administrative costs), 3.3 % decrease in title 3 (operational costs).

40. Johan Carlson summarised the discussions in the Audit Committee and mentioned that the AC had had a discussion on the ratio between staff and administrative expenditure and operational expenditure, and the fact that the operational budget varies between Agencies depending on the nature of the activities. He concluded that the AC proposes to the Management Board to adopt the Budget and Establishment Table 2018.

The Management Board approved the Budget and Establishment Table 2018.

iii. Review of indicators for SPD 2018 (Document MB41/12 Rev. 2)

41. Philippe Harant recalled that the current set of indicators had been approved as part of the Strategic Multi-annual Programme (SMAP) 2014-2020, and included in the annual work programmes since 2014. However, a review of some of the indicators and issues with current indicators needed to be addressed before the final version of the SPD 2018 was approved. It was necessary to include indicators for the multi-annual part of the SPD, to review some of the indicators, which might be obsolete, or for which the experience showed they were not sufficiently relevant, and to take into account the fact that ECDC will not conduct annual stakeholder surveys as initially anticipated.

42. To further analyse and improve the set of indicators, it was proposed during MB40 in June 2017 to set up a small group (3 to 4 members) that could provide their perspective as stakeholders and beneficiaries of ECDC's intervention. A final set of indicators, including the 2016 baseline, were now presented to the Board for approval.

43. The Board members discussed the need for an indicator measuring the usefulness and the impact of ECDC's work at Member States level. It was acknowledged that such impact is difficult to measure but invited ECDC to reflect further on how such an indicator could be formulated. In the meantime, the Management Board approved the revised indicators for the SPD 2018.

The Management Board approved the proposal on the review of indicators for the SPD 2018.

d) ECDC Single Programming Document 2019-2021

44. Andrea Ammon presented the ECDC Single Programming Document 2019-2021 and highlighted the general context of the SPD, with 2019 being in many ways a year of transformation (new European Parliament in place, Brexit becoming effective, new Commission). Following the Management Board meeting in June 2017, the SPD 2019 was sent for consultation to the MB, AF, CCB, EU agencies, and relevant international partners. 109 comments were received from eight Member States, three EU agencies, WHO/Euro and CDC Atlanta. The comments were reviewed and replied to by ECDC in the repository of comments and addressed in the SPD document. Areas of particular attention in the SPD 2019 are AMR and vaccine coverage as well as support to the Commission and Member States in addressing the Sustainable Development Goals in the area of HIV, TB and hepatitis; further support to the Commission and Member States in strengthening preparedness for cross-border health threats; focus on strategic partnerships to create synergy and avoid duplication of work (e.g. country cooperation support, relations with EU agencies, WHO, other CDCs); further enhancing ECDC's performance and monitoring (e.g. processes and e-workflows that empower staff).

45. Following the presentation, the Board Members provided their feedback on the SPD in a *tour-de-table* session. In general, the MB Members expressed strong support for the document and welcomed the activities foreseen in the area of AMR and vaccination, including work on vaccine hesitancy. Concerning AMR, it was mentioned that there is a large number of different initiatives and coordination in this field is therefore important to avoid duplication of work. More specific actions on vaccine hesitancy were also called for. Other areas highlighted by the Board included e-health, training, preparedness, support to small Member States and work on health inequalities, training, and better integration and understanding of climate factors. Some MB members also highlighted the added value of the MediPIET programme and asked for further information in this respect. Similar to the SPD 2018, it was suggested to add some text on Brexit in the document. The European Commission commented that the SPD 2019 reflects the current priorities of the Commission; further comments will be provided after the formal submission in January 2018.

46. Andrea Ammon thanked the Management Board for their valuable feedback and noted that some of the comments related to issues that go beyond the concerned time period of the SPD; AMR, VPD, e-health and microbiology are certainly areas where decade long work will be needed. She agreed that the MediPIET programme is indeed important and added that ECDC is discussing with the Commission how the programme could be sustained. Concerning the next steps, she clarified that the Commission will provide comments on the SPD document by 1 July 2018. A revised document, taking into account the Commission comments, will then be presented to the Management Board for approval in November 2018.

47. Anja Van Brabant presented briefly the Draft Budget 2019. She explained that the draft Budget will be included as an Annex in the framework of the Single Programming Document 2019, requesting 59.3 million € (including EFTA contribution), in accordance with the Multi-annual Financial Framework (2014-2020). As 2019 needs no further reduction of staff, ECDC will request the same levels of staffing as in 2018 (180 TA's / 100 CA's / 5 SNE's). The staff expenditure (title I) will be similar as 2018, while there will be a decrease in infrastructure and administrative costs (title II), and an increase in the operational budget (title III). Approval of the draft Budget 2019 will be requested from the Management Board through written procedure in January 2018 as an annex to the Single Programming Document 2019.

48. Following an inquiry from an MB Member, ECDC's Director responded that the rationale for the 1 million € increase in the operational budget was mainly due to additional activities in the vaccine area.

The Management Board discussed the Single Programming Document 2019 in a tour-de-table session and took note of the Draft Budget 2019. Approval of the Draft Budget 2019 will be requested from the Management Board through written procedure in January 2018, as an annex to the Single Programming Document 2019.

How ECDC works with the prevention of harassment, including potential harassment matters (*Document MB41 Info Note*)

49. The Deputy Chair mentioned that she and a number of other MB Members had requested the ECDC Director to explain how ECDC works with the prevention of harassment.

50. Andrea Ammon recalled that the Implementing Rule on the Policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment had been formally adopted by the Management Board in August 2017, although the policy has been in practice in ECDC since 2014. The policy covers the definition of harassment and the support offered when people feel harassed. It defines an informal and a formal procedure related to psychological and sexual harassment, describing different nuances and contexts in which such situations may arise and the actions to take to prevent or tackle such issues. In terms of prevention, she explained that a system of internal confidential counsellors is in place since beginning of 2015. A total of four staff members have been selected and trained. Information sessions to staff and managers have been carried out in 2015, 2016 and 2017, and are planned again for 2018. In 2018, the confidential counsellors and two HR staff members will be trained in work place mediation. External services for psychological counselling are also available for staff.

51. The Board Members thanked ECDC's Director for the comprehensive overview of how ECDC works with the prevention of harassment. The European Commission pointed out that any form of harassment is unacceptable and contrary to the values of the EU institutions, and stressed the importance of promoting a culture where staff members feel confident in reporting harassment in spite of hierarchical relationships. Some MB Members suggested that it could be useful, especially in a multicultural environment like ECDC, to introduce a code of conduct to raise the awareness of managers on behaviours which could be misunderstood or misinterpreted. In response, the European Commission commented that cultural differences are often mentioned in this context but, looking at the definitions in the document, all the listed behaviours would certainly be unacceptable in all cultures. Due to the fact that harassment issues are often related to power relationships, it was recommended to pay particular attention to vulnerable groups, such as young people arriving from abroad, possibly for their first employment. Several MB Members inquired about the number of formal and informal processes in recent years, and requested to receive regular updates on this topic. One MB Member asked what will happen if a victim is not satisfied with the result of the formal process.

52. Andrea Ammon responded that if a staff member is not satisfied with the decision, following a formal procedure, a complaint can be lodged according to Article 90 of the Staff Regulations. Concerning the number of cases, she mentioned that four formal complaints had been registered since the start of the Agency in 2005; in three cases no action was taken while one case led to actions being taken. The Director has an annual meeting with the confidential counsellors; however, due to confidentiality reasons, the counsellors can only broadly describe the areas brought to their attention.

53. The Deputy Chair concluded that the Management Board takes this topic very seriously and expects ECDC to keep the Board informed about the situation and the work being done to ensure staff wellbeing.

54. Andrea Ammon agreed that this is an issue that needs to be worked on continuously.

The Management Board took note of the presentation on how ECDC works with the prevention of harassment, and requested to receive regular updates from ECDC on this matter.

Progress Report: Revision of Rules of Procedure of the ECDC Management Board

55. Gesa Lücking, Chair, MB Working Group on Revised Rules of Procedure, MB Alternate, Germany, updated the Board on the work of the Management Board Working Group on revised Rules of Procedure, which was re-established during MB40 in June 2017. The Working Group held two audio meetings thus far; during the second meeting, Gesa Lücking was unanimously elected as Chair. The WG had agreed to use the draft prepared by the previous WG and presented to the MB in January 2015 as a starting point, and to examine in detail the clauses identified at the time including some additional issues. In conclusion, she explained that the Working Group suggested the inclusion of an article concerning the appointment of the Director and recommended to exclude the use of proxies during secret ballot voting. In addition, the WG had discussed the issue of recording and broadcasting and confidentiality issues, the possible inclusion of a paragraph on the dismissal/extension of the mandate of the Director, and the need for a specific deadline for the submission of documents related to the election of the Director. The need for a Code of Conduct had also been discussed; the WG recommended to proceed with the RoP and to have the Code of Conduct as a separate document to be drafted at a later stage.

56. In the discussion that followed, some MB members supported the suggestion of the Working Group to exclude proxies during secret ballot voting stressing the importance of encouraging full participation in meetings in general and, in particular, in important meetings where election take place. Others felt that, even if all Members should of course make an effort to attend meetings, there may be various reasons why a Member State cannot be represented at a specific meeting, and denying the proxy is the same as denying a vote to a Member State. It was added that the MB members do not represent only their personal opinion but the opinion of the Member State. It was suggested to the Working Group to further examine this point by looking at the procedures in other EU agencies. The Board agreed with the proposal to proceed with the Rules of Procedure and to revisit the issue of a Code of Conduct at a later stage.

57. Following the discussion, Paula Vasconcelos, MB Alternate, Portugal, volunteered to join the Working Group. The Management Board agreed with this proposal.

The Management Board took note of the Progress Report from the Management Board Working Group on revised Rules of Procedure of the Management Board.

ECDC International Relations Policy 2020 (*Document MB41/14*)

58. Maarit Kokki, Senior Adviser to the Director/Head of Section, International Relations, ECDC, recalled that the conclusions of the mid-term review of the implementation of ECDC's International Relations Policy 2014-2020 was presented to the Management Board in June 2017. Based on the guidance received from the MB during these discussions, ECDC proposed the development of an updated ECDC International Relations Policy, taking stock of the achievements, challenges, and new opportunities identified during this mid-term review. The ECDC International Relations Policy 2020 identifies new strategic priorities and objectives building upon the achievements of the past activities, while laying out a new framework addressing challenges and opportunities encountered. It relies on a vision whereby ECDC international activities effectively contributes to health security in the EU and strengthens Europe's defence against communicable diseases through new strategic objectives and activities.

59. The Board expressed its appreciation of the updated Policy. The need to mainstream with other EU agencies was stressed. It was further suggested to add a point regarding the possibility to work with sub-regional networks, such as the South-eastern Europe Health Network. The European Commission stressed the importance of fully streamlining the ECDC International Policy with the international priorities of the Commission and the health security policy. It was advised against developing actions with too many third countries and it was suggested to single out the African CDC as well as key CDCs in countries where the political dimension is increasingly strong, such as India, Brazil, and Japan. It is also increasingly important to engage with international donors. In addition, it was suggested to describe how ECDC will fit into the framework of established EU mechanisms such as the European Medical Corps and the EU Civil

Protection Mechanism. Finally, one MB Member suggested to acknowledge the issue of Brexit in the document.

60. With reference to the vision on ECDC's contribution to global outbreak response, Maarit Kokki mentioned that a document is under work and will most likely be finalised ahead of the next Management Board meeting in March. Concerning Brexit, she mentioned that it had been agreed with the Commission not to explicitly address the issue in the document but to adjust the reference to countries to cover this change.

61. Andrea Ammon pointed out that the ECDC support to Enlargement and European Neighbouring Policy countries (ENP) will depend on the level of external additional funding; currently there are grants from DG Enlargement for the work with Enlargement countries but for the ENP countries there is at the moment no additional budget.

The Management Board approved the ECDC International Relations Policy 2020 with minor changes.

Proposal for the Third ECDC Joint Strategy Meeting (JSM) (Document MB41/15)

62. Mike Catchpole, Chief Scientist, ECDC, recalled that the Third ECDC Joint Strategy Meeting (JSM) had been discussed during the 40th Management Board meeting in June 2017. Following the discussion, the Board had requested ECDC to present a refined proposal at the next MB meeting. The paper sets out proposals for the hosting of a Third ECDC Joint Strategy Meeting (JSM), including the rationale (added value) for such a meeting, the topics to be addressed, the participants to be invited and the organisational arrangements. It takes into account lessons learned from the JSM and 10th anniversary events held in 2015, views expressed by the Advisory Forum (May 2017), the Management Board (June 2017) and the Coordinating Competent Bodies (September 2017). The document proposes the establishment of a JSM Programme Committee, with representation drawn from the envisaged stakeholder groups to be invited. Possible topics proposed to date include: 1) The development of ECDC's long term strategy; 2) Responding to the Third External Evaluation of ECDC, and 3) "Big data" and e-health - the potential benefits and potential costs, and the operational implications for ECDC and Competent Bodies, with respect to infectious disease prevention and control. It is suggested that the meeting brings together members of MB and AF, and CCB Directors or their nominees.

63. The Board welcomed the proposal of a joint meeting and suggested arranging it back-to-back with either a Management Board or an Advisory Forum meeting. The importance of defining clear targeted objectives was stressed. In addition to the proposed topics, it was suggested that a topic related to ECDC's international strategy could be useful, in order to shed some light on the role of the Centre in this area and on what ECDC has already achieved on the global level. The European Commission encouraged ECDC to involve also other Commission services. Concerning the timeline, Mike Catchpole clarified that the meeting was foreseen to take place in 2019, coinciding with the results of the Third External Evaluation being available. The Board members supported the creation of a Programme Committee with representation from the different stakeholder groups. ECDC will get back to the Management Board in due course to call for volunteers to join the Programme Committee.

The Management Board approved the proposal for the Third ECDC Joint Strategy Meeting (JSM).

Update from the European Commission

64. Martin Seychell, MB Member, European Commission, updated the Board on the work related to various Implementing Acts. He recalled that the Commission Recommendation on personal data that may be exchanged through the EWRS for the purpose of contact tracing was adopted by the Commission on 23 June. The Implementing Decision on updating the list of communicable diseases and special health issues subject to surveillance, including case definitions had been finalised and would be submitted for the opinion of the Committee on 7 December; following a positive opinion, it will be adopted by the Commission

in January 2018. The new Decision will cover a number of diseases of increased importance, namely chikungunya, dengue, Lyme disease and Zika. He also presented ongoing work in the area of vaccination and noted that, in his annual speech on the State of the European Union, President Juncker specifically addressed the issue of vaccination; this is an important political acknowledgement of the importance of this issue and what it represents in terms of avoidable mortalities and inequalities between Eastern and Western Europe. In conclusion, he updated the Board on the situation related to the joint procurement mechanism.

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

Update from the Bulgarian EU Presidency

65. Angel Kunchev, MB Member, Bulgaria, gave a brief presentation on the Bulgarian EU Presidency starting January 2018. The health priorities of the Presidency include Healthy Nutrition in Children and Effectiveness and accessibility of innovative medicinal products.

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

Any other business

66. The Deputy Chair thanked all the Board Members for their active participation and valuable contributions. A special thanks of appreciation was extended to the interpreters and the ECDC staff for their hard work.

67. The next Management Board meeting will convene in Stockholm during 20-21 March 2018. ECDC will inform the Board about the venue of the meeting in due course.

Annex: List of Participants

Country/Organisation	Representative	Status
Austria	Martina Brix	Alternate
Belgium	Carole Schirvel	Alternate
Bulgaria	Angel Kunchev	Member
Croatia	Bernard Kaić	Member
Cyprus	Irene Cotter	Member
Czech Republic	Jozef Dlhý	Alternate
Denmark	Bolette Søborg	Member
Finland	Anni Virolainen-Julkunen	Member
Finland	Taneli Puumalainen	Alternate
France	Anne-Catherine Viso	Alternate
Germany	Susanne Wald	Member
Germany	Gesa Lücking	Alternate
Greece	Georgios Saroglou	Member
Ireland	Michael Smith	Member
Italy	Francesco Maraglino	Alternate
Latvia	Jana Feldmane	Member
Lithuania	Audrius Ščeponavičius	Member
Luxembourg	<i>Proxy to Netherlands</i>	
Malta	Patricia Vella Bonanno	Member
Netherlands	Ciska Scheidel	Member
	Ashna Nakched	Advisor
Portugal	Paula Vasconcelos	Alternate
Romania	Amalia Serban	Member

Country/Organisation	Representative	Status
Slovak Republic	Ján Mikas	Member
Spain	Maria Araceli Arce Arnáez	Alternate
Sweden	Johan Carlson	Member
Sweden	Mårten Kivi	Alternate
United Kingdom	Ailsa Wight	Alternate
European Parliament		
	Zofija Mazej Kukovič	Member
	Maria Eleni Koppa	Member
European Commission		
DG SANTE	Martin Seychell	Member
DG SANTE	Wolfgang Philipp	Alternate
DG RTD	Barbara Kerstiens	Alternate
EEA Countries		
Norway	Torstein Lindstad	Alternate