



ECDC Management Board

Minutes of the Sixty-sixth Meeting

Stockholm, 26-27 March 2026

Adopted by the ECDC Management Board at its Sixty-seventh meeting, 16-17 June 2026

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Summary of Proceedings and action points – ECDC Management Board Meeting

The 66th meeting of the ECDC Management Board (MB) convened on 26-27 March 2026 in Stockholm, Sweden. During the meeting, the MB:

- ❖ adopted the programme of the meeting;
- ❖ adopted the minutes of the 65th meeting of the MB;
- ❖ approved the Consolidated Annual Activity Report (CAAR) 2025, including the MB analysis and assessment of the CAAR;
- ❖ approved the Provisional Annual Accounts 2025;
- ❖ appointed the members of the MB External Evaluation Recommendations Drafting Group which will be tasked to support the MB in its examination of the results of the Fourth External Evaluation of ECDC. The Drafting Group will be composed of representatives from Austria, Belgium, Denmark, Estonia, France, Germany, Ireland, Portugal, Norway, and European Parliament. The Terms of Reference of the Drafting Group will be sent to the MB for approval via written procedure following the meeting with an extended deadline to allow for consultation;
- ❖ approved the revised Mandate of the ECDC Audit Committee;
- ❖ appointed the MB Member representing Ireland as member of the Audit Committee and noted that the nomination of the Commission member of the Audit Committee remains pending;
- ❖ agreed to receive proposed amendments to the Rules of Procedure of the MB for written consultation and to approve the final document during the MB meeting in June 2026;
- ❖ agreed to include an update on the process for developing surveillance standards on the agenda of the next MB meeting in June 2026;
- ❖ agreed to include an agenda item on support provided by ECDC to Member States on vaccination at the June 2026 MB meeting;
- ❖ took note of the update of the ECDC Director;
- ❖ took note of the issues on the ECDC work from the geopolitical situation and agreed that this agenda point will not be included on the agenda of the next MB meeting unless there are significant developments;
- ❖ took note of the update on the ECDC External Evaluation;
- ❖ took note of the Antimicrobial Resistance in the EU/EEA: latest developments;
- ❖ took note of the summary of discussions held at the 60th meeting of the Audit Committee;
- ❖ took note of the Budget transfers – fourth quarter 2025;
- ❖ took note of the monitoring of the implementation of the Work Programme 2026;
- ❖ took note of the Progress report – Overview of 2026 budget implementation;
- ❖ took note of the Status update and Future Planning for the ECDC Public Health Emergency Preparedness Assessments (PHEPA) including updates from assessed Member States;
- ❖ took note of the update from the European Commission;
- ❖ took note of the update on ECDC Compliance: Implementation of the ECDC Independence Policy;
- ❖ took note of the update on phishing attacks targeting ECDC partners;
- ❖ took note of the Chief Scientist's Annual Report on the work of the Advisory Forum in 2025;
- ❖ took note of the update from the European Parliament;
- ❖ took note of the update from the Danish Presidency of the Council of the EU.

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

1. The Chair welcomed all the participants to the 66th meeting of the ECDC Management Board (MB), which took place in Stockholm, Sweden. A special welcome was extended to the newly appointed members/alternates from Ireland, Slovenia and DG HERA, European Commission.
2. Apologies had been received from Bulgaria, Croatia, Cyprus, Liechtenstein, Lithuania, Spain, and DG RTD.

Welcome from the Director, ECDC

3. The ECDC Director warmly welcomed the MB members to the meeting noting that she was looking forward to fruitful discussions.

Adoption of the draft programme (and noting the declarations of interest and proxy voting, if any) (*Document MB66/01*)

4. The draft programme was adopted with minor changes in the order of the items under the summary of discussions of the ECDC Audit Committee. The 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 Sixty-fifth meeting of the Management Board (Stockholm, 25-26 November 2025) (*Document MB66/02*)

5. The Chair noted that the draft minutes of the 65th meeting had been circulated to the MB ahead of the meeting. Minor comments had been received from France. No further amendments were requested, and the minutes were adopted.

The Management Board adopted the minutes of the Sixty-fifth meeting of the Management Board.

Update from the ECDC Director

6. The ECDC Director gave an update on recent and upcoming ECDC activities. She highlighted the progress made in further strengthening ECDC's international collaboration with the recent signature of a Memorandum of Understanding (MoU) between ECDC and Africa CDC. In addition, ECDC had signed a renewed MoU and Data Storage Agreement with the WHO Regional Office for Europe and a Joint Action Plan with the Public Health Agency Canada. Since the last MB meeting in March, three new EU Reference Laboratories (EURLs) had become operational and six additional Public Health Emergency Preparedness Assessments (PHEPA) had been conducted. The Director also emphasised the high number of ECDC scientific publications and the efforts made since 2025 to produce more timely and targeted outputs and to provide more actionable advice to Member States. The Director also informed the MB of upcoming key events.

The Management Board took note of the update from the ECDC Director.

Update on issues on the ECDC work from the geopolitical situation

7. The Head of Section, Governance and International Relations, Director's Office, ECDC, gave an update on ECDC's interactions with the US CDC. An important development was that ECDC had recently

met with the new contact point in the US CDC for interactions with ECDC. Some activity in EpiPulse had also been observed as well as participation in meetings on AMR and mpox.

The Management Board took note of the update on issues on the ECDC work from the geopolitical situation and agreed that this agenda point will not be included on the agenda of the next MB meeting in June 2026 unless there are significant developments.

Consolidated Annual Activity Report 2025 (Document MB66/03)

8. The Director presented the ECDC Consolidated Annual Activity Report (CAAR) 2025 noting that the structure of the report had been streamlined to achieve better readability. She then summarised ECDC's main achievements in 2025 highlighting the organisational restructuring put in place allowing for better prioritisation and enhanced disease work, the strengthened cooperation with Member States as well as EU and international partners, and the focus on innovation and digitalised surveillance. During the year, 12 PHEPA missions were carried out. These assessments are a cornerstone in ECDC's collaboration with Member States and important for building networks and trust which are crucial in case of crisis. The Director also emphasised the high number of scientific outputs produced in 2025 with an increasing focus on targeted public health guidance. Lastly, the Director noted the successful budget implementation in 2025. She thanked the ECDC staff for their hard work and the MB members for their trust and collaboration during the year.

9. In the discussion that followed, the MB congratulated ECDC for the work carried out in 2025 and welcomed the shortened format of the report. MB members expressed appreciation for the PHEPA missions, the increased focus on tailored public health guidance, the strengthened international collaboration and ECDC's support to Member States in new technologies for surveillance. Responding to a question on the use of AI in ECDC, it was clarified that ECDC is working on developing an internal AI Strategy. The intention is to organise an online workshop for ECDC stakeholders to share best practices once the Strategy is finalised, possibly still during 2026.

10. With reference to ECDC's ongoing work to develop new surveillance standards, MB members emphasised the importance of a transparent process and allowing sufficient time for Member States to provide comments. It was suggested that the Advisory Forum should review and validate the methodological framework for the first batch of surveillance standards.

11. ECDC provided clarifications on the planned approach noting that the first step was to identify minimum standards in close collaboration with relevant National Focal Points. The matter was also going to be discussed at the next meeting of the ECDC Coordinating Competent Bodies and in the Health Security Committee. The MB Chair suggested including an update on the matter on the agenda of the next MB meeting in June. Given the complexity of the topic, ECDC was requested to prepare a brief document describing the process.

12. Following the discussion, the MB approved the CAAR 2025.

The Management Board approved the Consolidated Annual Activity Report 2025. The Management Board agreed to include an update on the process for developing surveillance standards on the agenda of the next MB meeting in June 2026.

Update on ECDC External Evaluation Report

13. The MB member representing DG SANTE, European Commission, introduced the topic and recalled that the process for the external evaluation had changed with the amended mandate of ECDC and the evaluation was now coordinated by the Commission.

14. The contractor presented the evaluation scope and methodology as well as the timetable and current progress of the work noting that the draft final report is expected to be submitted by mid-May

2026. The MB members were then informed about the preliminary results for each of the five evaluation criteria: Effectiveness, Efficiency, Coherence, Relevance and EU Added Value.

The Management Board took note of the update on the ECDC External Evaluation Report.

Nomination of members of the Working Group tasked with drafting recommendations based on the Report of the External Evaluation of ECDC (Closed session [Members of the Management Board only])

15. This item took place in a closed session.

The Management Board appointed the members of the MB External Evaluation Recommendations Drafting Group which will be tasked to support the MB in its examination of the results of the Fourth External Evaluation of ECDC. The Drafting Group will be composed of representatives from Austria, Belgium, Denmark, Estonia, France, Germany, Ireland, Portugal, Norway and the European Parliament. The Terms of Reference of the Drafting Group will be sent to the MB for approval via written procedure following the meeting with an extended deadline to allow for consultation.

Antimicrobial Resistance in the EU/EEA: latest developments

16. The Acting Head of Section AMR and Healthcare-Associated Infections, One Health-related Diseases Unit, ECDC, gave an update on the latest developments concerning antimicrobial consumption and antimicrobial resistance in the EU/EEA and the remaining challenges to reach the targets set out in the Council Recommendation on stepping up EU actions to combat antimicrobial resistance in a One Health approach.

The Management Board took note of the update on Antimicrobial Resistance in the EU/EEA: latest developments.

Summary of discussions held at the 60th meeting of the ECDC Audit Committee (Stockholm, 25 March 2026), including its recommendations

17. The Chair of the Audit Committee (AC) gave a brief introduction and then gave the floor to the ECDC colleagues to present the topics discussed in the AC meeting held the day before.

a) Provisional Annual Accounts 2025 (Document MB66/04)

18. The Accounting Officer/Head of Section Finance and Accounting, Resource Management Services Unit, ECDC, presented the Provisional Annual Accounts 2025 of ECDC. The accounts had been audited by an external audit company on 23-25 March 2026, and ECDC was expecting the final report at the end of March. The European Court of Auditors (ECA) had performed two audits related to the 2025 budget in October 2025 and January 2026 respectively. ECA had issued its first report on 9 March containing two preliminary findings related to procurement. ECDC was currently drafting its reply to ECA to be submitted within four weeks.

19. The MB was then informed about the budget execution in 2025 as compared to 2024. It was noted that 99,5% of the total 2025 budget (EUR 93,3 million) had been committed (99,1% in 2024), and 79,3% had been paid (74,7% in 2024). Concerning the budget carried forward from 2024 (EUR 23.1 million) 96,5% had been paid (95,7% in 2024).

20. The AC Chair reported back from the discussions in the AC meeting the day before mentioning that the AC had acknowledged the effective use of the 2025 budget and recommended the MB to approve the Provisional Annual Accounts 2025.

The Management Board approved the Provisional Annual Accounts 2025, including the report on Budgetary and Financial Management.

b) Budget transfers 2025 – Quarter four 2025 (Document MB66/05)

21. The Accounting Officer/Head of Section Finance and Accounting, ECDC, presented the budget transfers carried out in the last quarter of 2025. As usual, the main budget transfers were explained in the summary part of the document shared with the MB ahead of the meeting and the details provided in Annex 1.

22. The AC Chair reported that the AC members had requested additional information on the budget transfers related to salary increases in 2025 and had taken note of the clear and transparent explanations provided by ECDC.

The Management Board took note of the Budget transfers 2025 – Quarter four 2025.

c) Monitoring of the implementation of the Work Programme 2026 (Document MB66/06)

23. The Head of Section Planning and Performance, Resource Management Services, ECDC, informed the MB about the status of the implementation of the work programme 2026 and gave examples of some of the main outputs completed or in progress. The work programme implementation was progressing well as evidenced by the budget execution rate.

24. During the AC meeting, ECDC had proposed the use of dashboards from the ECDC planning and monitoring system (PRIME) instead of the implementation report and list of outputs. The AC members had agreed to continue receiving the implementation report and to consider the use of dashboards at its next meeting in June.

The Management Board took note of the monitoring of the implementation of the Work Programme 2026.

d) Progress report – Overview of 2026 Budget Implementation

25. The Accounting Officer/Head of Section Finance and Accounting, ECDC, gave an overview of the 2026 budget implementation up until 19 March 2026. It was explained that 71,1% of the total budget of EUR 94.4 million had been committed, and from the committed amount, 15,1% had been paid. A total of EUR 18.9 million had been carried forward from 2025 of which 32,9% had been paid.

26. The AC Chair mentioned that the AC had taken note of the commitment and payment rates achieved in the first quarter of 2026 and concluded that these were in line with the rates achieved in the first quarter of 2025.

The Management Board took note of the Progress report - Overview of 2026 Budget Implementation.

e) Draft Assessment of the Consolidated Annual Activity Report 2025 (Document MB66/07)

27. The Head of Section Planning and Performance, ECDC, reported that the AC had discussed the parts II-V of the CAAR 2025, which include the main building blocks for the Director's Declaration of Assurance and the overall conclusions regarding the implementation of the Internal Control Framework

(ICF). Based on the analysis of relevant documents as well as self-assessments performed, it is concluded that the ECDC internal control system is in place and functioning with some areas identified for further improvements.

28. During the discussions in the AC, ECDC had provided information on mandatory trainings for managers and staff. ECDC had also explained that, due to resource constraints, no specific assessments had been carried out by the Internal Control Coordinator in the last two years. Instead, the Centre had commissioned a number of evaluations (e.g. Procurement and Project Management functions). The AC had requested to receive further information on these evaluations at the next meeting in June. A proposal for the format and content of the Draft MB Assessment of the CAAR 2025 had been presented to the AC for opinion. In conclusion, the AC recommended the MB to approve the MB analysis and assessment of the CAAR 2025 as presented.

29. Following the presentation, in response to a question from the MB Chair, ECDC clarified that the last Staff Engagement Survey had been conducted in February 2026, and the results were expected to be available in May/June 2026.

The Management Board approved the MB analysis and assessment of the CAAR 2025.

f) Reporting on additional topics discussed in the Audit Committee

30. The Head of Section Planning and Performance, ECDC, updated the MB on the implementation of audit observations from audits performed by the Internal Audit Service (IAS) and ECA. The AC Chair reported that the AC members had inquired about the process for verification of implemented actions. ECDC had explained that records evidencing the implementation are shared with the auditors through a common tool. After revision, the audit body may request additional information if needed.

31. The AC Chair then informed the MB of the need to find replacements for one AC member representing Member States and one AC member representing the European Commission. The MB member representing Ireland volunteered to join the AC and the MB expressed its support for the appointment. The European Commission asked to get back with their nomination.

The Management Board appointed the MB Member representing Ireland as member of the Audit Committee and noted that the nomination of the Commission member of the Audit Committee remains pending.

g) Revised Mandate of the ECDC Audit Committee

32. The Chair of the MB Working Group on revision of the MB Rules of Procedure and AC Mandate recalled that the Working Group proposal for revision of the AC Mandate had been shared with the MB for written consultation in February 2026. No comments had been received, and the document was now presented to the MB for final approval. The MB approved the document without changes.

The Management Board approved the Revised Audit Committee Mandate.

Status Update and Future Planning for the ECDC Public Health Emergency Preparedness Assessments (PHEPA)

33. The Head of Unit Surveillance, Preparedness, and Response, ECDC, reported back from the meeting on the PHEPA preliminary findings that had taken place the day before gathering NFPs for Preparedness and Response and MB members. During the discussions, participants had expressed strong appreciation for the PHEPA missions and reflected on ways to continue sharing best practices (for instance through twinning exercises) and how the findings will impact ECDC's work going forward.

34. Responding to a question on how the information from the PHEPA missions is distributed across the Centre, it was mentioned that the preliminary findings on the in-depth capacities had been shared with

ECDC colleagues in charge of surveillance and AMR. The interim report summarising the main findings from the first 15 PHEPAs is currently being drafted and ECDC will discuss internally how these findings will inform the ECDC planning process.

35. Following the ECDC presentation, members from Czechia, Italy, Slovakia, and Slovenia, briefed the MB about the experience from their respective country's perspective. All members mentioned that the PHEPA had been a very positive and useful exercise at the national level although highly work intense. Some challenges were faced in finding the right mix of experts and involving the regional and local level in the exercise.

36. The Chair thanked ECDC for the update and the MB members for presenting their experience.

The Management Board took note of the update on the PHEPA including presentations from the Member States.

Update from the European Commission

37. The MB member representing DG SANTE, European Commission, presented the ongoing activities in the area of public health. The presentation focused on international health security developments, the Global Health Resilience Initiative, the EU Preparedness and Response Plan and the ongoing work to set up an EURL for biotoxins. On behalf of DG RTD, he also updated the MB members on the BE READY pandemic preparedness partnership, the One Health AMR partnership and the recent Expert Workshop on Vaccination for Non-Communicable Diseases.

38. The MB alternate representing DG HERA, European Commission, briefed the MB about ongoing work to develop medical countermeasures (MCM) roadmaps as well as activities related to next generation influenza vaccines and the HERA Joint Action on vector control.

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

Update on ECDC Compliance: Implementation of the ECDC Independence Policy

39. The ECDC Compliance Officer updated the MB on the implementation of the ECDC Independence Policy. She recalled the main steps of the process for submitting Annual Declarations of Interest (ADoI) and Annual Declarations of Commitment (ADoC) by MB/AF members/alternates/observers and the implications in case of non-compliance. She then provided statistics for 2025 noting that the compliance rate for the MB was 95%. A new more user-friendly platform for the submission of electronic DoIs was launched in June 2025 and enhancement of the new platform is planned during 2026.

40. The Chair said that she was pleased to see the high compliance rates but invited all MB members to encourage their colleagues to submit any pending DoIs with the aim of reaching 100% compliance.

The Management Board took note of the update on ECDC Compliance.

Update on phishing attacks targeting ECDC partners

41. The IT Security Officer, Digital Transformation Services Unit, ECDC, updated the MB on phishing attacks targeting ECDC partners and reminded of ways to detect and avoid social engineering attempts.

The Management Board took note of the update on phishing attacks targeting ECDC partners.

ECDC Chief Scientist's Annual Report on the work of the Advisory Forum (*Document MB63/13*)

42. The ECDC Chief Scientist summarised some of the main highlights of the work of the Advisory Forum (AF) in 2025. During the year, the AF discussed several topics related to the implementation of the amended ECDC mandate, such as the microbial safety of substances of human origin, EURLs and One Health. The AF provided input on risk assessments, pandemic preparedness scenarios and wastewater surveillance, which led to substantive improvements in ECDC outputs. The AF also discussed cross-cutting issues such as evidence-based public health and communication of scientific advice. There was extensive engagement of AF members through written consultations.

43. Responding to a question on how topics are chosen for the AF agenda, the Chief Scientist explained that potential topics are first identified and discussed internally considering also the ongoing epidemiological situation. Input is then sought from the AF preparatory group to ensure a collaborative process.

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

Update from the European Parliament

44. One of the MB members representing the European Parliament gave a brief update on recent activities of the Parliament's SANT Committee relevant to the ECDC area of work.

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

Update from the Danish Presidency of the Council of the EU

45. The MB Member representing Denmark briefed the MB on the main achievements of the Danish Presidency of the EU, which ended on 31 December 2025.

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

Any other business

46. The Chair asked the MB members to inform her in case of any suggestions for additional topics for the next meeting taking place in June. One MB member raised the need to receive ECDC advice on new vaccines and added that it would be beneficial for Member States to look at this topic jointly. The MB Chair agreed to include an agenda item on support provided by ECDC to Member States on vaccination at the next MB meeting taking place on 16-17 June 2026.

47. The Chair thanked all the MB members for their active participation during the meeting. She also thanked the interpreters and the MB Secretariat for their support.

Annex: List of Participants

Country/Organisation	Representative	Status
Austria	Sigrid Kiermayr	Member
Belgium	Lieven De Raedt (<i>Deputy Chair</i>)	Member
Czechia	Barbora Macková	Member
Denmark	Kirstine Moll Harboe	Member
Estonia	Heli Laarmann	Member
Finland	Mirka-Tuulia Kuoksa	Alternate
France	Anne-Catherine Viso	Alternate
Germany	Gesa Lücking (<i>Chair</i>)	Member
	Charlotte Möndel	Alternate
Hungary	Ágnes Dánielisz	Member
Ireland	Rachel Murray	Member
Italy	Giovanni Nicoletti	Alternate
Latvia	Jana Feldmande	Member
Luxembourg	Éveline Santos	Alternate
Malta	Patricia Vella Bonanno	Member
The Netherlands	Frank Kooiman	Member
Poland	Paweł Grzesiowski	Member
Portugal	Rita Sá Machado	Member
Slovakia	Martin Sojka	Member
Slovenia	Vesna Marinko	Alternate
Sweden	Olivia Wigzell	Member
European Commission		
DG SANTE	Antonio Parenti	Member
DG HERA	Cornelius Schmaltz	Alternate

European Parliament		
Quique Bassat		Member
Andreea Capilna		Member
EEA Countries		
Iceland	Guðlín Steinsdóttir	Alternate
Norway	Line Vold	Member