



FINAL MINUTES OF THE FIFTY–FOURTH MEETING OF THE MANAGEMENT BOARD (15–16 DECEMBER 2016)

15 DECEMBER

Introduction by the Chair

The **Chair, Mrs Laura d'Arrigo**, informed the Management Board members about the new nominations since the last meeting: Mr Plamen Popov and Mr Momtchil Vassilev were nominated respectively as member and substitute member for Bulgaria and Ms Johanna Schopper was designated as substitute member for Austria.

The Chair welcomed the participants and in particular the new members on the Management Board. Germany nominated Mr Jörg Pietsch, and Ireland nominated Mr Brian Dowling as substitute members. Ms Céline Gouyer represents France as substitute member. Ms Paola d'Avena was nominated as member for Italy, and Ms Sanja Mikulić substitute member for Croatia. The Chair greeted the new delegation from the Slovak Republic, composed of Mr Boris Bánovský as member and Ms Eva Debnárová as substitute member. Ms Rosanna O'Connor was nominated member and Mr Joe Shapiro substitute member for the United Kingdom.

The Chair also welcomed some observers to the meeting. Ms Sandra Dybowski, from the Ministry of Health, Equalities, Care and Ageing of North Rhine-Westphalia of Germany, accompanied the German delegation. Ms Elisabetta Simeoni, Head of the Italian Reitox national focal point (NFP), accompanied Ms Paola d'Avena for Italy. Ms Ana Sofia Santos, Head of the Department for International Relations of SICAD, accompanied the Portuguese delegation. In the absence of the member and substitute member from Slovenia, Ms Lidija Kristančič from the Ministry of Health represented her country during this meeting. Mr Håkan Leifman, Director of the Swedish Council for Information on Alcohol and Other Drugs (CAN) joined Mr Bo Pettersson, in particular for the discussion on the European School Survey Project on Alcohol and Other Drugs (ESPAD).

The European Commission was represented by Mr Luigi Soreca, Director for Security of the Directorate-General Migration and Home Affairs (DG HOME), Ms Floriana Sipala, Head of the 'Organised Crime and Drugs Policy' Unit (DG HOME) and Mr Philippe Roux, Head of the 'Health Determinants' Unit (DG SANTE). Ms Paola Mazzarini, responsible for the coordination with the EMCDDA at DG HOME, accompanied the delegation as observer.

Bulgaria, Norway and Turkey could not be represented at the meeting. Bulgaria gave its proxy vote to Romania, Italy gave its proxy vote to Greece for 16 December and Slovenia gave its proxy vote to Austria. The Spokesperson of the Reitox national focal points (NFPs) and UNODC were excused.

The Chair welcomed the interpreters, providing simultaneous interpretation from and into French, English, and German. Members could in addition speak Estonian, Spanish and Swedish.

The Chair reminded the participants that the Budget and Executive Committee met on 14 December 2016 in order to prepare the Management Board meeting.

Finally, Ms d'Arrigo announced some security measures in case of a fire alarm and evacuation of the building.

1. Adoption of the agenda

EMCDDA/17/16 rev 1
EMCDDA/18/16

The **European Commission** suggested adding a point for information under 'Any other business' on the reorganisation of DG HOME.

Decision: The Management Board adopted the revised agenda of the meeting.

2. Activity reports:

2.1. Report on the activities of the Chair

EMCDDA/19/16

The **Chair** briefly reported on a meeting she convened on 14 December 2016 to discuss issues of common interest with the Chair of the Scientific Committee and the Spokesperson of the Reitox NFPs, as well as with the Director. The Spokesperson of the Reitox NFPs could unfortunately not attend the meeting. The meeting will be organised on an annual basis.

2.2. Report from the Budget Committee

EMCDDA/20/16

The **Chair of the Budget Committee** informed the Board members about the discussions held at the last two Budget Committee meetings according to the items on the agenda.

2.3. Report on the external activities of the Director

EMCDDA/21/16

The **Director** briefly reported about his external activities. He highlighted the visit of the European Commissioner for Health and Food safety, Dr Vytenis Andriukaitis, to the EMCDDA on 14 October 2016 for an update on the agency's work in the area of public health. The Director wishes to establish a more structural relationship with DG SANTE.

On 12 October 2016 Mr Goosdeel paid a visit to Europol to discuss latest developments at both Agencies, the Commission's proposal for modifying the EMCDDA Regulation concerning the EU Early Warning System on New Psychoactive Substances (NPS), and to start preparing the next European Drug Markets report.

The Director participated as an expert in a public hearing organised by the Health Committee of the German Parliament (Bundestag) on a draft German law on new psychoactive substances on 6 July in Berlin. The Bundestag voted on Friday 23 September 2016 on a draft law on new psychoactive substances. The Director's official visits to Norway, Finland and Ireland were also of high mutual interest.

The Director participated from 23 to 24 November 2016 in a Workshop on Narcotics organised by the Pontifical Academy of Sciences at the Vatican City in Rome following a special wish of Pope Francis.

The **Chair** thanked the Vice-Chair for having participated in the EU Agencies Forum on 6–7 December 2016 at the European Parliament in Brussels, an event organised by the Coordination of the Network of EU Agencies (EUIPO).

AT reported on the interesting opportunity to learn more about the budgetary and political challenges for EU Agencies, their common features and differences, and to discuss their added value. The Forum was attended by high-level participants of EU institutions, of the European Court of Auditors and Directors of EU Agencies. EU Agencies stressed the difficulties to balance new additional tasks against budgetary constraints, and expressed the need for greater autonomy. The merging of smaller Agencies was not viewed as a cost-effective solution.

A Deloitte study on 'How do EU agencies and other bodies contribute to the Europe 2020 Strategy and to the Juncker Commission Agenda?' and a study by the Centre for Strategy & Evaluation Services (CSES) on 'The Cost of Non-Agencies' with Relevance to the Internal Market', commissioned upon request by the European Parliament's Budgetary Affairs Committee, were presented during the EU Agencies Forum. Both studies will be made available for the Management Board members on the consultation site.



3. Presentations by EU Presidencies

3.1. Presentation on the conclusions of the Slovak Presidency

Mr Boris Banovský summarised the first conclusions of the **SK** Presidency.

It was the first Presidency of the Council of the EU for the Slovak Republic. The main priorities for the Horizontal Working Party of the Council were the implementation of the recommendations of the UNGASS outcome document and the EU legislation on New Psychoactive Substances (NPS).

The Horizontal Working Party on Drugs achieved the adoption of a general approach concerning the legislative package for EU legislation on NPS at the JHA Council meeting of 8–9 December 2016. The document will now be formally discussed by the European Commission, the European Parliament and the Council under MT Presidency. It endorsed the European Commission's proposal to impose control measures on NPS for MDMA-CHMICA, on which the European Parliament is currently being consulted.

The Horizontal Working Party on Drugs had expert dialogues on drugs with third countries (informal dialogue with the Russian Federation, EU-CELAC Technical Committee with Argentina, Dublin Group meeting). The national drug coordinators meeting took place on 19–20 October 2016 in Bratislava, and focused on 'Integrated approach to health and social care regarding drug users' to raise awareness about the need to ensure treatment continuity.

Mr Luigi Soreca, representative of the European Commission, thanked the SK Presidency for its important achievements and good collaboration with the Commission's services.

On behalf of the Management Board, the **Chair** congratulated SK for its Presidency which successfully addressed the challenges it faced, and in particular the achievements concerning the legislation on NPS.

3.2. Presentation of the programme for the Maltese Presidency

Mr Richard Muscat, future Chair of the Horizontal Working Party on Drugs, presented the priorities of the **MT** Presidency.

In terms of drugs policy, the main priorities of the MT Presidency are the legislation on NPS, the preparation of resolutions for the CND and the Post-UNGASS 2016 process. The Horizontal Working Party on Drugs will also be involved in the mid-term evaluation of the EU Drugs Strategy 2013–20, the final evaluation of the EU Action Plan on Drugs 2013–16 and the preparation of the next EU Action Plan covering 2017–2020. Expert Dialogues with third countries will include a dialogue on 10 February 2017 with the US on Fentanyl, and the EU-CELAC high-level meeting will take place in Argentina on 15–19 April 2017. The Presidency will also continue work started during the NL Presidency on misuse of prescribed medicines, and organise a thematic debate on adolescent drug use in Europe.

The national drug coordinators meeting will take place on 24 April 2017 in Malta and will focus on treatment rather than imprisonment.

On behalf of the Management Board, the **Chair** wished MT luck for its Presidency.

4. Points for discussion:

4.1. European School Survey Project on Alcohol and Other Drugs (ESPAD): state of play

EMCDDA/22/16

Mr Håkan Leifman, Director of the 'Swedish Council for Information on Alcohol and Other Drugs (CAN), gave a brief overview on the background, objective and methodology of the European School Survey Project on Alcohol and Other Drugs (ESPAD), probably the world's largest school survey on substance use.

Mr Paul Griffiths, Scientific Director, presented an update on ESPAD related activities by the EMCDDA. He presented the main findings of the 2015 ESPAD report, which was launched on 20 September 2016, and informed on the conclusions of the ESPAD Assembly held at the EMCDDA on 25–27 November 2016.



ES informed that it provided data for the last ESPAD survey, which was very useful in Spain, but stressed that the coordination and comparisons between surveys should be improved. ES raised methodological issues in the final ESPAD report, and amendments which it had proposed had not yet been taken into account.

NL noted that gambling and NPS are relevant issues for studies among young people and welcomed a future coordination of the ESPAD project by the EMCDDA.

PL wondered about the reasons for which an increasing number of countries seem losing interest in ESPAD. **Mr Håkan Leifman** explained that some countries experience problems with funding, but was optimistic in terms of future developments.

DE informed that only Bavaria participates in the ESPAD project in the Federal Republic of Germany, for financial and methodological reasons, in particular the too restrictive definition of the age group of 15-16 years old students.

Mr Luigi Soreca, representative of the European Commission, stressed that ESPAD provides a valuable source of information on long term trends in drug use and related behaviours among European school children, and confirmed the support already expressed by the EC through the Commissioner for Health and Food safety to the EMCDDA for ensuring the continuity of the project within the overall context of strengthening European data on patterns of poly-substance use. A medium-term solution has to be found for improving the sustainability of the project. The EMCDDA preliminary draft budget proposes an amount for additional budgetary resources for the ESPAD project, but the EC expressed caution concerning the financial availability despite the political interest and added value of the project.

Mr Gerhard Bühringer, Chair of the Scientific Committee, strongly suggested supporting the ESPAD project for health policy reasons, and underlined its advantages. ESPAD standardises surveys which differ within and between European countries; the age limit of 15–16 years old school students is important considering the brain development at this age, but it is possible to increase the age limit and to add more questions to the survey; the implementation of the survey in schools allow a high percentage of responses and reduced costs; and polydrug use is increasing in this particular age group.

Mr Tomas Zabransky, representative of the European Parliament, underlined the importance of the ESPAD survey and supported the budgetary consequences of an improvement of its methodology in the future. He also drew the attention to the need to face cultural issues, as the current age limit is important in the EU but not in other countries and the sensitivity of the survey questions varies from country to country. The transition of the cooperation of the ESPAD project by CAN to the EMCDDA has been remarkably smooth.

The Director thanked CAN and the Pompidou Group for their important role in the ESPAD project. The EMCDDA supported the implementation of the ESPAD survey in IPA and ENP countries through a co-financing in 2016 and will continue to do so in 2017. Ensuring the next ESPAD collection round (2017 to 2020) and the subsequent analysis and reporting of data will have resource implications. The intention of the EMCDDA is to request the EC to increase the EU subsidy to the EMCDDA in 2018 for the supplementary needs to support the continuity of the project. The Director thanked the staff members from the scientific units and the Communication unit for their contribution to the ESPAD 2015 report.

The **Chair** informed about the Mediterranean School Survey Project on Alcohol and Other Drugs (MedSPAD). To date a number of countries have used school surveys based on the ESPAD methodology to collect information on the prevalence of substance use among school-aged adolescents (e.g. Lebanon, Morocco, Tunisia) or are in the process of doing so (Algeria).

The Chair thanked Sweden for its important role to support and coordinate the ESPAD project, which contributed to the standardisation and comparability of data with a certain degree of flexibility. The ESPAD data collection exercise represents a significant sample which allows monitoring the time trends in substance use by 15–16 years old students from 35 European countries over a 20-year period.

All the possible options to help the EMCDDA support the continuity of the project within the overall context of strengthening European data on patterns of poly-substance use will have to be analysed.



5. Points for decision/adoption by the Management Board:

5.1. EMCDDA Strategy 2025

EMCDDA/23/16

The **Director** proposed in December 2015 to the Management Board before his election that he would prepare, in close consultation with the statutory bodies, a long-term strategy for the Centre for the period 2016–25 (Strategy 2025) to be presented for adoption to the Management Board in December 2016.

The Director presented the first outline of the Strategy 2025 to the Management Board members at their meeting of 23–24 June 2016, on which all delegations commented, during a thematic debate proposed by the Chair. A first draft Strategy was sent on 14 October 2016 to the members of the Management Board, of the Scientific Committee, the Heads of the Reitox national focal points and the EMCDDA staff for informal consultation.

The Strategy lays down the long-term vision and objectives of the EMCDDA. The EMCDDA's Vision is a healthier and a more secure Europe through better informed drug policy and action. To do this effectively the Agency must constantly strive to respond to the needs of its key stakeholders, who can be defined as the EU Institutions, national decision/policymakers and professionals working in the drugs field. He stressed that the Strategy covers the full mandate of the EMCDDA as defined by the Regulation, but that the two pillars do not reflect an equal share between the two components in the mandate. The Strategy will be open to changes, further to the next external evaluation of the agency and to the evaluation of the EU Drugs Strategy, as appropriate. The Director thanked all the EMCDDA staff for their contributions to the drafting of the Strategy.

The **Chair** welcomed the collective effort to draw up the Strategy and underlined the constructive approach with a wide consultation of the EMCDDA's different stakeholders.

Mr Luigi Soreca, representative of the European Commission, congratulated the Director on the Strategy and highly appreciated the involvement of the EMCDDA staff in this complex exercise. This political document is well based on the agency's founding Regulation. The EC further welcomed the proposed mid-term review of the implementation of the Strategy, which will be important for the future of the agency.

CZ welcomed the presentation of the Director, but reiterated the view that the new EMCDDA Strategy should reflect the trend of many Member States that have integrated drug polices along with alcohol, tobacco, gambling and other topics. The EMCDDA should therefore become a 'unique provider of evidence for decision making and action' not only on illicit drugs, but also on other addictive behaviours. CZ will therefore abstain from the vote on the adoption of the proposed Strategy.

IE congratulated the Director on his initiative and the wide consultation exercise. IE supported the Strategy with its clear structure and balanced approach, and stressed the potential to develop better synergies between the public health and security pillars. It will be useful to develop the links between the development of drug markets and health over time, which will contribute to efforts in the area of drug prevention.

DK welcomed the long-term strategic exercise and thanked the Director for the opportunities to provide comments and recommendations. DK supported the Strategy but suggested to include in the text a more explicit reference to the five key epidemiological indicators, which are part of the EMCDDA founding Regulation and contribute to the solid reputation of the Centre. The **Director** proposed to include a reference on page 8 in the first bullet point '(five key epidemiological indicators extended recently with more comprehensive and robust data on drug supply)'.

Decision: The Management Board adopted the EMCDDA Strategy 2025, including the modification proposed by Denmark, with the abstention of the Czech Republic.

5.2. EMCDDA's organisational structure

EMCDDA/24/16

BE supported the adoption of the proposed modified EMCDDA's organisational structure, and suggested that the Director informs the Management Board at its meeting of June 2017 about the detailed allocation of staff to the different units.

Decision: In accordance with article 11(g) of the EMCDDA's recast Regulation, the Management Board confirmed the temporary modifications to the EMCDDA's organisational structure as approved in December 2015, and approved the new changes as proposed by the Director, to enter into force

on 1 January 2017. The Director will inform the Management Board members about the detailed allocation of staff at its meeting of 29–30 June 2017.

5.3. Single Programming Document for 2017–19, including work programme for 2017 EMCDDA/25/16

The **Director** reminded that the Single Programming Document (SPD), as stipulated by Article 32 of the EMCDDA Financial Regulation which entered into force on 1 January 2016, is a comprehensive programmatic document which includes the multi-annual programming, the annual programming, the multi-annual staff policy plan and the Financial Statement. The SPD will need to be updated each year, on a rolling basis.

The SPD 2017–19 is structured in line with the Guidelines provided by the EC, which are standard for all the EU agencies. Its content is informed by, and solidly grounded in the EMCDDA Strategy and WP for 2016-18 adopted by the Management Board in December 2015 (including the strategic and specific objectives, the core commitments to stakeholders, the definition of the main areas of work and the Key Performance Indicators). The SPD for 2017–19 anticipates at the same time the commitments defined by the new Strategy, such as a service-oriented approach.

The consultation draft SPD 2017–19 was sent on 29 January 2016 to the European Commission and to the EMCDDA's Scientific Committee for formal opinion, as well as to the European Parliament and the Council for information. The draft SPD 2017–19 was further sent to the Reitox NFPs and EU Agencies relevant for the work of the EMCDDA for informal consultation.

Mr Luigi Soreca, representative of the European Commission, congratulated the Director on the quality of the SPD for 2017–19, and acknowledged the considerable effort made by the Director and his staff in drafting the document. The EC has issued a positive formal opinion and fully supports its adoption. The new planning cycle aims at responding better to the principles of responsibility, accountability and transparency for EU Agencies, and will be helpful for the EC to better explain the EMCDDA's activities to its services.

Mr Gerhard Bühringer, Chair of the Scientific Committee, reported that the Scientific Committee welcomed the EMCDDA's SPD 2017–19, including the 2017 work programme, and expressed its full support and endorsement to it. The Scientific Committee stressed several areas in which the EMCDDA has made important steps forward: the markets and supply areas, the NPS, the trendspotting exercises, ESPAD and drug policy topics. The Scientific Committee also emphasised the importance of monitoring the increased poly-addictive behaviour pattern of young people, which cover all areas of substance and non-substance and is highly linked to polydrug use, and looks forward to the Lisbon Addictions Conference in 2017.

Decision: The Management Board adopted at unanimity the EMCDDA's Single Programming Document for 2017–19, which includes the work programme for 2017.

5.4. Budget for 2017 EMCDDA/26/16

The **Chair of the Budget Committee** presented the main figures of the EMCDDA budget for 2017.

In line with the decision of the EU Budgetary Authority on the adoption of the EU budget for 2017, the EU 2017 subsidy to the EMCDDA amounts to EUR 15 135 600 and includes 77 authorised posts in the EMCDDA's establishment plan.

The EU 2017 subsidy to the EMCDDA entails an increase of EUR 341 600 compared to the EMCDDA 2016 budget and to the 2017 preliminary draft budget, as adopted by the EMCDDA Management Board in December 2015 (which entered an amount of EUR 14 794 000, this amount reflecting the figures envisaged for 2017 by the EC Communication COM (2013) 519 of 10 July 2013 on the 2014–2020 programming of human and financial resources for decentralised agencies). The purpose is to support the increased needs and workload related to the EU/EMCDDA early warning and risk assessment system on new psychoactive substances (NPS), in particular the development of the European Database on New Drugs (EDND).

Such a development is consistent with the legislative proposal adopted by the European Commission in August 2016 to amend the EMCDDA founding regulation as regards the EMCDDA's role, tasks and procedures for the information exchange, early warning system and risk assessment on new psychoactive substances (see COM(2016) 547 of 29 August 2016).

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Mr Gillard stressed that the savings in the building-related expenditure of about EUR 800 000 compared to 2015 and about EUR 250 000 compared to 2016 will be redeployed as much as possible to operational activities. These savings result from the redeployment of the proceeds from the sale of the Palacete Mascarenhas to reduce the cost for the lease of the current EMCDDA premises. They are neither supplementary resources nor assigned appropriations, but general appropriations of the EMCDDA budget, whose non-assigned re-allocation depends on the priority of the adopted EMCDDA work programme. The Budget Committee recommends to the Management Board to adopt the EMCDDA budget for 2017.

Mr Luigi Soreca, representative of the European Commission, expressed the EC's satisfaction about this first increase of the EU subsidy to the EMCDDA in the last three years to support the work of the agency on NPS. The EC's financial services ask the EMCDDA to provide more detailed information on the reallocation of the savings in the building-related expenditure.

The **Director** confirmed that the EMCDDA will provide DG HOME with the requested additional information on these savings.

The **Chair** warmly thanked the EC and in particular DG HOME for the support provided for the increase of the EU subsidy.

Decision: The Management Board adopted at unanimity the EMCDDA budget for 2017.

5.5. Preliminary draft Single Programming Document for 2018–20, including work Programme for 2018

EMCDDA/27/16

The **Director** informed that the EMCDDA presents for the first time a Preliminary draft Single Programming Document to the Management Board for adoption. This preliminary draft SPD covers the period 2018–20.

This measure comes as a result of the requirement made by the EC to have the preliminary draft programming document adopted by the Management Board before this is sent for formal consultation: the procedure mirrors the budget adoption procedure and it applies to all the EU Agencies.

In line with the established procedure, the Consultation draft SPD 2018–20 will be submitted by 31 January 2017 to the European Commission and the EMCDDA Scientific Committee for formal opinion. The Consultation draft SPD 2018–20 will be in line with the template for the SPD put in place by the European Commission, including the annexes which are not part of the Preliminary draft SPD. The Director thanked all Units, in particular the Executive Office and Ms Narcisa Murgea, Principal strategic planning and monitoring officer, for their contributions.

The EMCDDA commitment to a structural role to support the ESPAD project is included by the reference to the preparation of the 2019 ESPAD data collection round.

One of the priorities in the area of governance will be to support the EMCDDA's fourth external evaluation in 2018. The Director suggested an exchange of views on how this exercise could be useful for the EMCDDA at the Management Board meeting of June or December 2017.

Mr Wolfgang Götz, representative of the European Parliament, stated that the Management Board should be consulted about the terms of reference for the next external evaluation of the EMCDDA. It is not always easy to find the link between the findings and recommendations of external evaluations run by private companies. Previous external evaluations of the EMCDDA did not take into account the performance and productivity of the Agency in benchmarking exercises.

Mr Luigi Soreca, representative of the European Commission, observed that the next external evaluation of the EMCDDA is an important exercise, in particular in the context of the debates about the future of EU Agencies and should contribute to demonstrate the added value of the Centre. The terms of reference will be prepared by the EC, and the Management Board will be involved in the discussion of the objectives for a proper and effective evaluation in accordance with the existing rules. The EC will abstain from the adoption of the preliminary draft SPD for 2018–20 for institutional reasons.

Decision: The Management Board adopted the preliminary draft Single Programming Document for 2018–20, which includes the preliminary draft work programme for 2018, with the abstention of the European Commission.



The **Chair of the Budget Committee** presented the main features of the EMCDDA preliminary draft budget for 2018. The preliminary draft budget for 2018 enters EUR 15 445 600 as main revenue to be provided by the EU 2018 subsidy to the EMCDDA, EUR 410 184 for the contribution foreseen by Norway and EUR 276 550 for the contribution foreseen by Turkey for its fourth year of participation in the work of the EMCDDA.

In 2018 the increased role of the EMCDDA for the coordination and the development of the activities of the European School Survey Project on Alcohol and Other Drugs (ESPAD) are expected to require adequate supplementary resources to enable the EMCDDA to effectively cope with additional operating needs and workload. It is estimated that all these additional needs and workload will entail in 2018 supplementary budget needs for about EUR 310 000, which could be provided by the EU 2018 budget via a corresponding increase of the EU 2018 subsidy to the EMCDDA.

The Budget Committee asked the EMCDDA to provide more detailed information about the need for supplementary resources for the aforementioned ESPAD-related activities, as well as for the expected 2018 savings in the building-related expenditure. The Budget Committee recommends to the Management Board to adopt the EMCDDA preliminary budget for 2018.

The **Director** confirmed that at the beginning of 2017 the EMCDDA will provide DG HOME with additional information on the supplementary budgetary needs for ESPAD and on the 2018 savings in the building-related expenditure. He informed that the EMCDDA will gradually develop more analytical budgeting and stressed that this issue should be addressed in a mid-term perspective, in relation to the implementation of the EMCDDA strategy and within the context of the development of activity-based management and budgeting processes, as required for all EU agencies by the Common Approach agreed by the EU Institutions for the Agencies.

The **Chair** suggested that informal contacts should continue between the EMCDDA and the EC to finalise the request for additional funds for ESPAD.

Decision: The Management Board adopted the preliminary draft budget for 2018, with the abstention of the European Commission for institutional reasons.

16 DECEMBER

6. Points for decision/adoption by the Management Board:

6.1. Election of one Budget Committee member (restricted session)

EMCDDA/29/16

Mr John McCracken (UK) was elected as Budget Committee member at the Management Board meeting of July 2012, and renewed in 2015 for a mandate up to June 2018. Meanwhile a new member has been nominated for the United Kingdom on the Management Board.

The **Chair** announced that two applications were submitted for membership in the Budget Committee: Ms Sanja Mikulić (HR) and Ms Rosanna O'Connor (UK). Both candidates briefly presented their applications. MT was not present and did not give any proxy vote. The election took place by secret vote, for a total of 31 votes.

Decision: The Management Board elected Ms Sanja Mikulić as Budget Committee member in the first voting round by 22 votes for a mandate from 1 January 2017 to 31 December 2019.

Ms Sanja Mikulić thanked the Management Board members for their kind support and the Chair, on behalf of the MB, congratulated her for the election.

6.2. Assessment of the implementation of the EMCDDA Policy for the prevention and management of conflicts of interest for Management Board members, substitutes and observers

EMCDDA/30/16

The **Chair** announced that all declarations of conflicts of interest have been submitted by the members, substitutes and observers of the Management Board until the week before the Board meeting and thanked all for their efforts. The Chair added that the Director decided to fill in a declaration of interest even if he is not formally obliged to do so.



The **Director** stressed that at the date of 10 November 2016 there are no existing conflicts of interest. The EMCDDA is not a regulatory agency such as the European Medicines Agency, and the agency faces a low risk of conflicts of interest. A potential risk of conflict of interest could only arise if the Management Board had to decide on the change of criteria for the Reitox co-financing, which has never happened. Such potential risks will be addressed in due time by the Management Board through the mitigating measures as described in the EMCDDA relevant policy.

Decision: The Management Board confirmed the outcome of the screening conducted by the EMCDDA Director that has revealed that in specific cases there could be a risk of conflict of interest which will be addressed through the existing mitigating measures.

7. Points for decision/adoption by the Management Board:

7.1. Cooperation with non-EU countries, international organisations and other EU Agencies: recent developments

EMCDDA/31/16

The **Director** highlighted some of the recent developments in the implementation of the international cooperation strategy with third countries and international organisations and EU agencies. The report usually provided in the December meeting of the Management Board will be less detailed in the future.

The Director reminded the Management Board members about the signature of the working arrangements for cooperation between the Commission (DG HOME) and the EMCDDA on external action by the Director General of DG HOME and the EMCDDA Director on 15 June 2016. The EMCDDA was the first JHA Agency to sign such working arrangements.

The EMCDDA is waiting for feedback from Switzerland on the draft working arrangement between the EMCDDA and the Federal Office of Public Health of Switzerland, on which the European Commission has been consulted and will give a formal opinion.

The EMCDDA will publish together with Europol a joint report on the topic of Darknet and drugs in the first half of 2017. A joint meeting of the ECDC and EMCDDA networks of infectious diseases experts will take place in Lisbon in June 2017.

The EMCDDA supports numerous initiatives of the Pompidou Group of the Council of Europe. One of the last achievements was the work on the legal obstacles to opioid substitution treatment (OST) in Europe. The Director suggested that a complementary supporting document with joined recommendations to the final report on OST could be issued in 2017 for decision makers and professionals.

The **Chair** welcomed the excellent cooperation between the EMCDDA and the Pompidou Group.

ES informed the Management Board members that the COPOLAD II project is reaching cruising speed and full participation of its members. A first meeting of drug observatories from Latin-American and Caribbean countries and some NFPs took place on 5–9 December 2016 in Kingston, Jamaica. The meeting was successful, as the different level of commitment of the different countries was balanced with a very positive atmosphere of cooperation. **ES** invited all Management Board members to attend the next meeting of Latin-American countries which will take place in Madrid at the beginning of February 2017.

7.2. EMCDDA Chairmanship of the network of Justice and Home Affairs Agencies in 2017 EMCDDA/32/16

The **Director** informed that the EMCDDA will be chairing the Justice and Home Affairs Agencies Network (JHA network) in 2017.

The guiding principles will be continuity, flexibility and partnership. Duplication with the network of EU Agencies will be avoided, and the investment will be limited to two thematic areas for the JHA network: 1) strengthen technical and operational work and the exchange of information between the JHA agencies, within the limits of their mandates, with a view to responding in a timely and proactive way to a dynamic and changing situation in the area of migration and internal security; 2) address the expanding influence of the Internet and the transformational nature of new technologies and their impact on the JHA field and the work of the Agencies in this area. The conclusions and recommendations of an expert meeting on 'The expanding influence of the Internet, the exploitation of cyberspace and the transformational nature of new technologies — challenges and



opportunities for the work of the JHA agencies', which will take place on 20–21 April 2017, will be forwarded to the European Commission and to the European Parliament.

The EMCDDA Chairmanship will continue to increase synergies in all areas linked to operational responses (delivery of training, ICT and cybersecurity and exchange of data). It will enhance cooperation and better use of resources in developing technical and operational cooperation with non-EU countries, in close cooperation with the European Commission and the European External Action Service. A meeting of Heads of JHA Agencies is planned on 9–10 November 2017 in Lisbon.

The Director thanked DG HOME for setting up the network of JHA Agencies and for its cooperation in this context.

Mr Luigi Soreca, representative of the European Commission, stressed the importance of the JHA network, as it gives visibility to the work of the JHA Agencies and streamlines their activities. The Chairmanship of the network will provide an opportunity for the EMCDDA to show its place within the wider JHA network and its developments, at a time of shifting priorities. The European Commission welcomed the choice of the thematic areas, in particular the one on Internet, and will support the EMCDDA Chairmanship.

The **Chair** agreed that the Chairmanship will contribute to raise the EMCDDA's visibility, and concluded that the Director should report back on the impact of the exercise and the interest for the future development of the EMCDDA to the Management Board at its meeting in December 2017. The Chair thanked Mr Gonçalo Felgueiras e Sousa, Head of the Reitox and external partners Unit for the coordination of the work.

7.3. Second European Conference on addictive behaviours and dependencies (Lisbon, 24–26 October 2017): presentation by the Portuguese delegation

EMCDDA/33/16

PT presented the main features and key dates for the second European Addiction Conference to the Management Board members. The Conference will be organised in October 2017 by the Portuguese SICAD (Serviço de Intervenção em Comportamentos Aditivos e Dependências – General Directorate for Intervention on Addictive Behaviours and Dependencies), the journal Addiction (of the Society for the Study of Addiction), the EMCDDA and ISAJE (International Society of Addiction Journal Editors).

SICAD will assume the full responsibility for the organisation of the Conference. Mr João Goulão thanked the EMCDDA for its participation in the Organising Committee and for its valuable support in terms of communication (newsletter, website, proof-reading and editing). He invited all Management Board members to widely disseminate the information about the Conference.

The **Chair** thanked Portugal for its commitment and the EMCDDA for its contribution to this important event for researchers and public authorities.

7.4. Information on procurements for non-administrative activities of an estimated value greater than EUR 60 000 to implement the 2016 work programme

The **Director** informed that according to the Financial Regulation applicable to the EMCDDA, the EMCDDA should inform the Management Board about procurements for non-administrative activities of an estimated value equal to or greater than EUR 60 000.

The EMCDDA has concluded three framework contracts for a duration of maximum four years to implement the 2016 work programme: 1) a framework contract with the travel agency 'Agência Abreu' (Portugal) for an amount of EUR 1 480 000; 2) a framework contract with the graphic designer firm 'Pomílio Blumm' (Italy) for graphic design, layout and printing services for an amount of EUR 135 000; and 3) a framework contract with the firm 'PrePress Projects' (United Kingdom) for editing and proof-reading services for an amount of EUR 135 000.

8. Any other business

– Reorganisation of DG HOME

Mr Luigi Soreca, representative of the European Commission, informed that the Directorate for Security within DG HOME was restructured to be in line with the priorities of the European Agenda on Security. The Directorate is composed of three thematic Units.



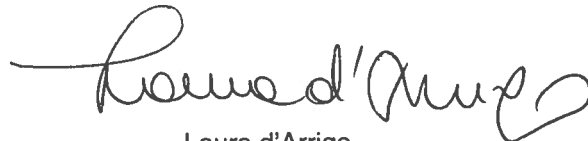
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Ms Sipala has been appointed as Head of Unit D.3 'Organised Crime and Drugs Policy' as of 17 October 2016. The reorganisation does not impact on the role of DG HOME concerning drug policy, which goes beyond the supply reduction side of this policy, in line with the EU Drugs Strategy.

Finally, the **Chair** thanked Mr Roland Simon, Head of the 'Consequences, responses and best practices' Unit, for his work at the EMCDDA and wished him all the best for his retirement. Mrs d'Arrigo also thanked Mr Philippe Roux from DG SANTE at the EC for his longstanding collaboration within the Management Board and wished him success for his new functions within the EC.

The **Chair** thanked the Director and his staff for the preparation of the meeting, and the Board members for their contributions. The Chair also expressed her special thanks to the interpreters for their work.

The next meeting will take place on 29–30 June 2017.



Laura d'Arrigo
Chair of the Management Board

- Annexes: I List of participants
 II List of decisions and conclusions
 III List of action points
- Copy: Members, substitutes and observers of the Management Board

54th meeting of the EMCDDA Management Board

Lisbon, 15–16 December 2016

LIST OF PARTICIPANTS

Belgium	Mr Claude GILLARD
Czech Republic	Ms Lucia KIŠŠOVÁ
Denmark	Mr Lars PETERSEN
Germany	Ms Marlene MORTLER
	Mr Jörg PIETSCH
	Ms Sandra DYBOWSKI
Estonia	Ms Anna-Liisa PÄÄSUKENE
Ireland	Ms Susan SCALLY
	Mr Brian Dowling
Greece	Mr Gerasimos PAPANASTASATOS
Spain	Mr Francisco BABÍN VICH
	Ms Maria Sofia ARAGÓN SÁNCHEZ
France	Ms Laura d'ARRIGO
	Ms Céline GOUYER
Croatia	Ms Sanja MIKULIĆ
Cyprus	Mr Stelios SERGIDES
Latvia	Mr Dzintars MOZGIS
Lithuania	Ms Inga JUOZAPAVIČIENĖ
Luxembourg	Mr Xavier POOS
Hungary	Ms Ibolya CSÁKÓ
Malta	Mr Richard MUSCAT
The Netherlands	Ms Wil DE ZWART



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Austria	Mr Franz PIETSCH
Poland	Mr Piotr JABŁÓNSKI
Portugal	Mr João GOULÃO
	Mr Manuel CARDOSO
	Ms Ana Sofia SANTOS
Romania	Mr Sorin OPREA
Slovakia	Mr Boris BÁNOVSKÝ
	Ms Eva DEBNÁROVÁ
Finland	Ms Elna KOTOVIRTA
Sweden	Mr Bo PETTERSON
	Mr Håkan LEIFMAN
United Kingdom	Ms Rosanna O'CONNOR
	Mr Joe SHAPIRO
EUROPEAN COMMISSION	Mr Luigi SORECA (DG HOME)
	Ms Floriana SIPALA (DG HOME)
	Mr Philippe ROUX (DG SANTE)
	Ms Paola MAZZARINI (DG HOME)
EUROPEAN PARLIAMENT	Mr Wolfgang GÖTZ
	Mr Tomáš ZABRANSKÝ
POMPIDOU GROUP	Mr Thomas KATTAU
SCIENTIFIC COMMITTEE	Mr Gerhard BÜHRINGER
EMCDDA	Mr Alexis GOOSDEEL
	Mr Fabian PEREYRA
	Ms Monika BLUM



LIST OF DECISIONS AND CONCLUSIONS

1. Adoption of the agenda EMCDDA/17/16 rev 1

The Management Board adopted the revised agenda of the meeting.

5. Points for decision/adoption by the Management Board:

5.1. EMCDDA Strategy 2025 EMCDDA/23/16

The Management Board adopted the EMCDDA Strategy 2025, including the modification proposed by Denmark, with the abstention of the Czech Republic.

5.2. EMCDDA's organisational structure EMCDDA/24/16

In accordance with article 11(g) of the EMCDDA's recast Regulation, the Management Board confirmed the temporary modifications to the EMCDDA's organisational structure as approved in December 2015, and approved the new changes as proposed by the Director, to enter into force on 1 January 2017. The Director will inform the Management Board members about the detailed allocation of staff at its meeting of 29–30 June 2017.

5.3. Single Programming Document for 2017–19, including work programme for 2017 EMCDDA/25/16

The Management Board adopted at unanimity the EMCDDA's Single Programming Document for 2017–19, which includes the work programme for 2017.

5.4. Budget for 2017 EMCDDA/26/16

The Management Board adopted at unanimity the EMCDDA budget for 2017.

5.5. Preliminary draft Single Programming Document for 2018–20, including work Programme for 2018 EMCDDA/27/16

The Management Board adopted the preliminary draft Single Programming Document for 2018–20, which includes the preliminary draft work programme for 2018, with the abstention of the European Commission.

5.6. Preliminary draft budget for 2018 EMCDDA/28/16

The Management Board adopted the preliminary draft budget for 2018, with the abstention of the European Commission for institutional reasons.

6. Points for decision/adoption by the Management Board:

6.1. Election of one Budget Committee member (restricted session) EMCDDA/29/16

The Management Board elected Ms Sanja Mikulić as Budget Committee member in the first voting round by 22 votes for a mandate from 1 January 2017 to 31 December 2019.

6.2. Assessment of the implementation of the EMCDDA Policy for the prevention and management of conflicts of interest for Management Board members, substitutes and observers EMCDDA/30/16

The Management Board confirmed the outcome of the screening conducted by the EMCDDA Director that has revealed that in specific cases there could be a risk of conflict of interest which will be addressed through the existing mitigating measures.



LIST OF ACTION POINTS

Agenda point	Action to take	Responsible	Date
2.3.	Upload Deloitte study on 'How do EU agencies and other bodies contribute to the Europe 2020 Strategy and to the Juncker Commission Agenda?' and study by the Centre for Strategy & Evaluation Services (CSES) on 'The Cost of Non-Agencies' with Relevance to the Internal Market' on the Management Board consultation site, together with all other presentations	EMCDDA	December 2016
5.1.	Modification of EMCDDA Strategy 2025 (comment from Denmark)	EMCDDA	December 2016
5.2.	Information on full organigramme at Management Board meeting of 29–30 June 2017	Director	June 2016
5.6.	Additional information to be provided to DG HOME concerning the need for supplementary resources for ESPAD, as well as for the reallocation of savings in the building-related expenditure in 2018	EMCDDA	January 2017
6.2.	Assessment of declarations of interest of new Management Board members, substitutes and observers by the EMCDDA Director	EMCDDA	June 2017
7.2.	Information on impact of EMCDDA's Chairmanship of JHA Agencies in 2017 at Management Board meeting of 14–15 December 2017	EMCDDA	December 2017

