European Monitoring Centre
for Drugs and Drug Addiction

EMCDDA/22/21

FINAL MINUTES OF THE SIXTY-THIRD MEETING OF THE MANAGEMENT BOARD (24 JUNE 2021)

1. Introduction by the Chair

The **Chair** welcomed the participants at the 63rd EMCDDA Management Board meeting. Due to the situation of the COVID-19 pandemic, the EMCDDA Management Board meeting was held by video conference through Webex, with remote simultaneous interpretation in English, French and German.

All countries were represented.The Chair welcomed the new members present at the meeting. Ms Katerina Horackova, from the Drug Policy Department of the Government Office, was nominated as substitute member for Czechia. Mr Jörg Pietsch, Head of the Office of the Federal Drug Commissioner of Germany, was nominated as substitute member for Germany. The Netherlands nominated Ms Liefke Huizinga, from the Nutrition, Health Protection and Prevention Department of the Ministry of Health, Welfare and Sport, as substitute member. Mr Cătălin-Valentin Negoi-Niţă, Director ad interim of the National Anti-Drug Agency, and Ms Ruxanda Iliescu, Head of the Reitox national focal point, were nominated as member and substitute member for Romania respectively.

Ms Marina Horn, from Office of the Federal Drug Commissioner of Germany, accompanied Mr Jörg Pietsch as observer. Ms Ana Sofia Santos, Head of the Department for International Relations of SICAD, accompanied the Portuguese delegation.

Ms Monique Pariat, Director General at DG Migration and Home Affairs (DG HOME) and member for the European Commission, was excused. Mr Laurent Muschel, Director for Security at DG HOME, was nominated as member for the European Commission and participated in the meeting. M. Olivier Onidi, Deputy Director General Directeur at DG HOME, was nominated as substitute member. Mr Onidi and Ms Floriana Sipala, Head of the Unit on Organised Crime and Drugs Policy at DG HOME, also substitute member, were excused. The European Commission was further represented by Mr Philippe Roux (DG SANTE) as substitute member, and Ms Edith Hofer (DG HOME) as observer.

Mr Tomas Zabransky, representative of the European Parliament, was excused.

The UNODC was not represented at the meeting and the WHO was excused.

The Chair reminded the participants that the Budget and the Executive Committee met on 23 June in order to prepare the Management Board meeting.

The Chair summarised the main parts of the agenda of the meeting. A restricted session will take place only with the officially nominated members and substitute members of the Management Board to elect a member on the Budget Committee.

2. Adoption of the agenda

EMCDDA/01/21 rev 2
EMCDDA/02/21

Mr Goulão, member for **Portugal,** suggested adding a point for information under 'Any other business' on the latest developments concerning the Pompidou Group of the Council of Europe.

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

PART I: *Exchange of views*

3. Exchange of views on the 'futures' exercise

3.1. Presentation by the EMCDDA EMCDDA/03/21

The **Scientific Director, Mr Paul Griffiths,** gave a presentation on the EMCDDA's 'futures' exercise and its main results.

The European drug situation and drug markets are becoming more complex and dynamic, with important implications for drug monitoring and research. This observation prompted the EMCDDA to conduct a 'futures exercise 2030' to inform the agency's strategic reflection on how to improve its activities in the context of both ongoing rapid changes in the information environment and the new information needs likely to emerge over the next decade.

3.2. General discussion about future challenges of the EMCDDA

Mr Muschel, representative of the European Commission, thanked the Scientific Director for the excellent presentation, and welcomed the very good project led by the EMCDDA in close cooperation with different partners, including the Joint Research Centre. The European Commission supports the agency's move to a more proactive approach. As mentioned in the EU Drugs Strategy, the key role of the EMCDDA is to be agile in understanding better future trends. It is important that the EMCDDA continues being innovative, using complementary data sources such as the waster water analysis.

The European Commission welcomed the exercise in particular as it links well with the revision of the EMCDDA mandate. The Regulatory Scrutiny Board has adopted a positive opinion on the revised Impact Assessment, and the European Commission should adopt a draft proposal for the revision of the mandate at the end of 2021, beginning of 2022. The Commission counts on the future FR Presidency for progress on this issue.

FI thanked the Scientific Director and all staff involved for the presentation and the project. The distinction between different system levels (classical monitoring – reactive, early warning and threat assessment – proactive, futures perspective – speculative and active) could be used at national level. Policy makers increasingly ask how data collected can be used to look into the future from a policy point of view. The Management Board could have a thematic discussion, or the EMCDDA could organise a seminar on this topic in the future.

CY thanked the EMCDDA for having conducted this project. Such initiatives are of great importance, and technological developments need to be taken into account.

The **Chair** expressed her thanks to the EMCDDA, and emphasised the interesting and stimulating reflections provided by the project, which go along with her views since the beginning of her mandate that the agency should adopt a more forward-looking approach. The subject should be further discussed, possibly in a different setting.The revision of the mandate of the EMCCDA will constitute an excellent opportunity to integrate this dimension into the core task of the agency.

4. The new Business Model of the EMCDDA: state of play by the Director EMCDDA/04/21

The **Director** presented the key concepts and results expected from the reflections on a new Business Model for the EMCDDA, with a view to ensure that the agency will be best prepared to meet the needs of its stakeholders, in the context of the rapid change of the external environment, and informed by the ongoing discussions on the future mandate of the EMCDDA. The main reference for the change of Business Model is the EMCDDA Strategy adopted by the Board in 2016.

A Business Model describes the rationale of how an organisation creates, delivers and captures value for its customers. The current Business Model, which was established 25 years ago, is a pipeline model which addressed the needs of the time, but the reporting system is mostly periodical and not appropriate for new data, and the model that prevailed 25 years ago to define communication was essentially publishing. The EMCDDA now needs a customer-centric ecosystem or a 'pull' model, from which a diversity of data can be retrieved. Interaction is key. The more knowledge is shared, the higher the added value of the agency will be (e.g. EMCDDA webinars). It is a matter of change of center of gravity in the work of the agency, keeping what works well but turning the EMCDDA more towards the future and starting from the needs of its customers.

The EMCDDA developed a Business Model canvas, focused on its primary customers (EU institutions, national policy makers and practitioners). The EMCDDA needs to better understand the needs of its cutomers (value

proposition) and find ways for an easier, faster, effortless delivery of products and services and exchange with customers. In terms of internal process, all staff are involved in the development of the new Business Model through Innovation Fora. The Director thanked in particular Mr Pereyra, Mr Ribeiro, Ms Murgea and Ms Moreira for their support.

A comprehensive package will be submitted to the Management Board in December 2021 for adoption.
It will include a conceptual framework, an implementation plan until the end of 2025 and a Framework Business Enterprise Architecture (as required by the Internal Audit Service of the European Commission), in annex.

Mr Muschel, representative of the European Commission, thanked the Director for the excellent presentation, and the impressive approach to focus on information for purpose. It is important to adapt the products to customers, and policy makers need good, targeted messages. The European Commission would welcome a seminar to discuss the new Business Model and its implications in terms of budget and human resources more in detail, in line with the upcoming revision of the EMCDDA mandate.

ES thanked the Director for his inspirational presentation which opens interesting perspectives for the EMCDDA. There might be a risk for the agency of being confronted with a wealth of information from which it will be necessary to extract what is meaningful for the agency's customers. ES highlighted the difference between customers and stakeholders, which is not always easy to follow in public organisations.

The **Chair** expressed the view that the Agency shall be more oriented to the needs of the stakeholders and produce targeted and short documents to support rapid decision-making both at national and European level by finding the right balance between evidence base and threat assessments analysis.

PART II: *Items for decision and information*

5. Activity reports

5.1. Report on the activities of the Chair **EMCDDA/05/21**

5.2. Report from the Budget Committee **EMCDDA/06/21**

5.3. Report on the external activities of the Director **EMCDDA/07/21**

No comments were made on these activity reports.

PART III: *Restricted session*

6. Restricted session

The **Chair** reminded that the votes on the election of a member to the Budget Committee will take place in restricted session – only with the presence of the members and substitute members of the Management Board, without the observers. The Chair proposed that the following EMCDDA staff members participate in this session:

- Mr Fabian Pereyra, Head of the Executive Office
- Ms Monika Blum, Senior Policy Officer to the Management Board
- Ms Elsa Costa for administrative assistance

The members and substitute members of the Management Board received an e-mail from 'DIGIT-EUSURVEY@nomail.ec.europa.eu' with the link to vote at the e-mail address that they provided for the restricted session. According to the rules of procedure of the EMCDDA Management Board, its decisions are adopted by a two-thirds majority of its members with the right to vote. The 27 EU Member States have one vote each, the European Commission 2 votes and the European Parliament 2 votes (total: 31 votes). Norway and Turkey are members of the EMCDDA without voting rights.

6.1. Election of one Budget Committee member **EMCDDA/08/21**

Mr Stelios Sergides, substitute member for CY on the Management Board, was candidate for renewing his mandate as member on the Budget Committee. 30 votes were expressed. The result of the vote was sent with a screenshot by e-mail to the Chair, the Vice-Chair and Mr Muschel.

Decision: The Management Board elected unanimously Mr Stelios Sergides, substitute member for Cyprus on the EMCDDA Management Board, as member of the Budget Committee for a mandate from 1 July 2021 to 30 June 2024.

PART II: *Items for decision and information*

7. Presentations by EU Presidencies

7.1. Presentation on the conclusions of the Portuguese Presidency EMCDDA/09/21

Dr Goulão, Chair of the **PT** Presidency of the EU, presented the preliminary conclusions of the first half of the year.

An important priority in the field of drugs was the elaboration of the EU Action Plan on Drugs 2021–25, which was approved by the Foreign Affairs Council on 21 June. Dr Goulão thanked the Director and his staff, the Member States, the European Commission, the European External Action Service and Europol for their spirit of cooperation. He further thanked DE and SI for their fruitful partnership.

On behalf of the EU, the PT Presidency led the preparations for the regular and normative segments of the 64th session of the Commission on Narcotic Drugs (CND). The PT Presidency drafted and negotiated a resolution tabled by Portugal and Austria on behalf of the EU and its Member States, that focused on 'Promoting scientific evidence-based, quality, affordable and comprehensive drug prevention, treatment, sustained recovery and related support services'. The PT Presidency effectively led the process of negotiating a *Council Decision on the position to be taken, on behalf of the U, at the sixty-fourth session of the CND, on the scheduling of substances under the Single Convention on Narcotic Drugs of 1961, as amended by the 1972 Protocol, and the Convention on Psychotropic Substances of 1971*. The decision was agreed in the HDG and adopted by the Council on 22 March.

The Horizontal Working Party on Drugs (HDG) prepared virtual EU dialogues with third countries, such as the first EU-China dialogue on 22 January, and a EU-US dialolgue on 15 March. Technical Committee meetings and a High-Level meeting of the Cooperation and Coordination Mechanism on Drugs between the European Union, Latin America and the Caribbean (EU-CELAC) were organised. The online national drug coordinators meeting on 20 May focused on 'Advancing Human Rights-based drug policies'. Two meetings were organised with the Civil Society Forum on Drugs (CSFD).

Mr Muschel, representative of the European Commission, congratulated the PT Presidency for its collaboration and the adoption of the EU Action Plan on Drugs 2021–25.

On behalf of the Management Board, the **Chair** congratulated the PT Presidency on its important achievements in a difficult period of time and thanked PT for its excellent work.

7.2. Presentation of the programme for the Slovenian Presidency EMCDDA/10/21

Mr Hren thanked PT for its work and in particular for having led the process for the adoption of the EU Action Plan on Drugs 2021–25, and presented the priorities of the **SI** Presidency in the second half of 2021.

The main priorities will be the implementation of the EU Action Plan on Drugs 2021–25, and the preparation of the 65th session of the Commission on Narcotic Drugs (CND), including the Intersessionals, the reconvened session and resolutions.

The first two HDG meetings will be organised virtually on 7 July and 14 September, while the format for next meetings will have to be confirmed. National Drugs Coordinators meeting will take place on 22 September and will focus on Early Prevention.

The SI Presidency will focus on Western Balkans and regional cooperation.

On behalf of the Management Board, the **Chair** wished SI good luck for its Presidency, and assured SI of the full support from the Member States and the EMCDDA.

8. Operational and financial programming

8.1. EMCDDA 2020 final accounts: opinion of the Management Board EMCDDA/11/21

The **Chair of the Budget Committee** summarised the main points of the draft opinion of the Management Board on the EMCDDA 2020 final accounts.

The report of the European Court of Auditors included no remarks on the EMCDDA 2020 accounts. The Budget Committee congratulated the Director and his staff for the excellent budgetary execution, with an execution rate for commitment appropriations of 100%. Only 37 EUR were not committed. The Chair of the Budget Committee stressed that the Agency spends its entire budget and needs additional resources. The Budget Committee recommends the Management Board to adopt the opinion on the final accounts, which reflects an element of risk for the future budgetary situation.

Mr Muschel, representative of the European Commission, congratulated the EMCDDA team for the excellent result. This efficiency in terms of budget execution is not the case in all Agencies, and will be helpful in the discussions with DG BUDG of the European Commission in view of the revision of the EMCDDA mandate.

The **Chair** congratulated the Director and his staff, and in particular the financial team, on behalf of the Management Board for the collective effort and excellent budgetary execution. She underlined that this excellent performance is crucial in view of the revision of the mandate of the agency.

The **Director** shared the congratulations with the EMCDDA management, which contributed to this performance thanks to an improved planning and monitoring of the activities.

Decision: The Management Board adopted a favourable opinion on the EMCDDA final accounts for the financial year 2020.

8.2. Information on procurements for non-administrative activities of a value Greater than EUR 60 000 to implement the 2021 work programme EMCDDA/12/21

The **Director** explained that some procurements were launched to renew framework contracts to replace organisations from the United Kingdom which are excluded since Brexit.

8.3. EMCDDA's budget for 2022: oral update on the state of play by the European Commission

Mr Muschel, representative of the European Commission, informed that the European Commission adopted its proposal for the EU budget for 2022 on 8 June 2021. The proposed amount of the EU 2022 contribution for the EMCDDA (EUR 16 946 659) is based on the EU subsidy for the EMCDDA in 2021 plus an increase of 2% indexation, with a stable number of staff in the establishment plan. The EU budget for 2022 should be adopted by the Council and the European Parliament at the end of the year.

DG HOME strongly supported the Agency's request for an increase but DG BUDG strictly followed the instructions of the Budget Circular. The position of DG BUDG is in line with the EU MFF for 2021–27, which envisages an increase by 2% of the EU 2022 subsidy to the EMCDDA, compared to the amount for 2021 (EUR 16 614 372). However, DG BUDG mentioned informally that they might be open for a possible budget top-up of maximum EUR 700 000 for the agency in 2022. The EMCDDA will have to put forward convincing arguments demonstrating that the implementation of core tasks will be undermined if the budget is not increased. The future revision of the EMCDDA mandate will be accompanied by appropriate resources.

8.4. Budgetary constraints for 2022 and perspectives to cope with shortage of resources

The **Chair of the Budget Committee** thanked DG HOME for its support, but stressed that there is a difference of about EUR 1 500 000 between the amount proposed by EC for the EU 2022 contribution to the EMCDDA and the request made by the EMCDDA in its 2022 preliminary draft budget as adopted by the Management Board in December 2020. A temporary cut by about 25 % in the Reitox co-financing could be required to cope with the expected further reduction in real terms of the EMCDDA budget. This cut would amount to about EUR 500 000 for the total Reitox co-financing. Mr Gillard further underlined that any budget increase linked to the revision of the EMCDDA mandate can not be expected before the beginning of 2024.

The **Director** added that the main wealth of the EMCDDA, an ageing and evidence producing agency, is its staff and in particular its scientific staff. More than 70% of the EMCDDA's budget is decidated to staff-related expenditure. In 2021 the budget appropriations earmarked for operational activities, such as publications,

missions, meetings, translation (in Title 3, without considering the Reitox grants) represent 5.5% of the total EMCDDA budget. According to the scenario estimated for 2022, these appropriations would represent only 4% of the total EMCDDA budget in 2022.

Therefore a 25% cut in the Reitox co-financing appropriations would allow the EMCDDA to keep the balance of its budget. This measure will have to be discussed by the Management Board in the context of the adoption of the EMCDDA budget for 2022.

Ms Gremeaux, Spokesperson of the Reitox national focal points, informed that the NFPs conducted a risk assessment exercice related to a possible budget cut. Some NFPs will face difficulties, but even if they do not represent the majority, every single element in the network is essential. The NFPs realize that they are part of a bigger picture and prepare to cope with the situation. It is important that NFPs join forces at national level, and that they are associated to the reflections on the EMCDDA's new Business Model and revision of the mandate.

The **Chair of the Budget Committee** reminded about the importance of the European Parliament and the Council in the budget procedure.

The **Chair** invited all representatives of the EU Member States and of the European Parliament to raise the awareness of their Ministers and MEPs to the budget situation, and the EMCDDA to prepare sound arguments for an increase of budgetary resources in close consultation with the European Commission.

The **Director** informed that arguments have already been sent to the LIBE Committee of the European Parliament, and that the EMCDDA will stay in close contact with the Slovenian Presidency of the Council of the EU. The EMCDDA will share the narrative on the drugs situation and arguments for an increase of the budget in 2022 with the Management Board members after the summer.

9. International cooperation:

- Candidate and potential candidate countries

9.1. The EMCDDA/IPA 7 project (Instrument for Pre-Accession) **EMCDDA/13/21**

No comments were made.

- European Neighbourhood Countries

9.2. 'EU4 Monitoring Drugs' project **EMCDDA/14/21**

No comments were made.

9.2. Working Arrangement between the EMCDDA and Georgia **EMCDDA/15/21**

The **Director** reminded that in December 2020, the Minister of Justice of Georgia informed the EMCDDA of the recent creation of the National Drug Observatory (NDO) under the auspices of the Ministry of Justice and formally requested to renegotiate the Memorandum of Understanding (MoU) signed on 4 November 2015 between the Ministry of Justice of Georgia and the EMCDDA. This Working Arrangement will not change the principles of the EMCDDA cooperation with Georgia. After Georgia's agreement on the draft Working Arrangement and the consultation of the European Commission, the Management Board will be requested to agree with the Working Arrangement.

Decision: The Management Board mandated the Director to renegotiate a Working Arrangement with the Ministry of Justice of Georgia.

9.3. Technical cooperation project EMCDDA–Georgia **EMCDDA/16/21**

No comments were made.

10. Performance and internal controls

10.1. EMCDDA Roadmap 2025 **EMCDDA/17/21**

The **Director** reminded that the EMCDDA Strategy 2025 was adopted by the EMCDDA Management Board in December 2016. It was accompanied by a roadmap which set out key milestones up until 2020 (Roadmap 2020).

The progress the agency made in reaching those milestones was presented to the Management Board in December 2020. In 2021, the EMCDDA has embarked on the second phase of implementing Strategy 2025 and its work will now be guided by the next roadmap – Roadmap 2025.

The Director thanked Ms Narcisa Murgea, Strategic planning and corporate performance manager, and all colleagues involved, for the follow-up of the first roadmap and the elaboration of the Roadmap 2025 with the key milestones for the next five years. He stressed that the Roadmap 2025 is subject to review, as necessary, to align its key milestones with the outcome of the EMCDDA business model transformation initiative and the expected revision of the EMCDDA mandate.

The Director proposed two minor modifications to the document:

1) In the milestones Health 4 and Security 4, the EMCDDA contribution to the evaluation of the EU Drugs Strategy and Action Plan should be for 2024 and not 2025 as in line with the EU Drugs Strategy the European Commission has already to present the result of the evaluation by March 2025;
2) In the milestone Security 3, in the Risks and Assumptions column, it should say 'Dependence on Third conference on drug supply'.

DE thanked the EMCDDA for the document, but warned against a possible development due to a tight budget situation. A shift of focus in the EMCDDA towards a more one-sided drug supply approach should be avoided. In DE the majority of customers of the agency come from the health side.

The Director confirmed that the EMCDDA will maintain its leadership in the health area and added value for practitioners. If an extension of the EMCDDA mandate to other addictions should not be possible, the definition of polydrug use should at least be broadened. The EMCDDA has to better understand the needs of its customers in the drugs field in both work areas, demand and supply.

Decision: The Management Board adopted the revised EMCDDA Roadmap 2025.

10.2. Reitox Development Framework Roadmap 2025 EMCDDA/18/21

The **Director** stated that the Reitox Development Framework (RDF) Roadmap 2025 represents the commitment of the Reitox national focal points (NFPs) to their contribution to the EMCDDA Strategy Roadmap 2025. He thanked the NFPs for the forward looking document, and the commitment shown to the work of the EMCDDA even more during the COVID-19 pandemic.

Ms Gremeaux, Spokesperson of the Reitox national focal points, stressed the collaboration between the EMCDDA and the NFPs for the elaboration of the RDF Roadmap 2025, which indicates strategic objectives and milestones in line with the EMCDDA Strategy 2025. The evaluation of the implementation of the previous RDF Roadmap shows good progress, and the reactivity of the NFPs during the health crisis was impressive. The document represents the continued commitment of the NFPs to the EMCDDA work, and is at the same time a useful communication tool for the NFPs. Ms Gremeaux informed that the Executive Committee suggested replacing the word 'promote' by 'disseminate' on page 4, milestone 2.1.: 'Finalise and disseminate the report on the potential capacity of the network to carry out monitoring on similar issues (addictions in general)'.

PT agreed that the RDF Roadmap 2025 is entirely aligned with the EMCDDA Strategy 2025, and stressed the key role of the Reitox network for its implementation. PT supported the endorsement of the document by the Management Board.

CY fully supported the endorsement of the Reitox Development Framework Roadmap 2025.

The **Chair** thanked the Spokesperson of the Reitox NFPs and congratulated the NFPs and the Reitox and external partners team of the EMCDDA on the document. The Management Board reaffirmed its commitment to support the Reitox network.

Decision: The Management Board endorsed the revised Reitox Development Framework Roadmap 2025.

10.3. State of implementation of the recommendations issued by the Internal Audit Service (IAS) EMCDDA/19/21

The **Director** explained that the Internal Audit Service (IAS) of the European Commission performs internal audits per topics or areas of work to identify potential risks and measures taken by the Agency to mitigate these

risks. The Director informs the Management Board on the implementation of the recommendations from the IAS.

With respect to the open recommendation from the 2017 IAS audit on 'Management of Data Collection, Validation and Quality Assurance in the EMCDDA' (on the need to review and improve the EMCDDA's data quality management framework', rated as 'Important'), the IAS has performed a follow-up audit and concluded that the recommendation was adequately and effectively implemented. The IAS formally closed it in January 2021.

There are three open recommendations from the 2018 IAS audit on 'Publications Management in the EMCDDA', rated as 'Important'. Some resources issues and the COVID-19 pandemic have had an impact on the development of the tasks concerned, but the EMCDDA is committed to fully follow-up on these recommendations.

11. Data protection and prevention and management of conflicts of interest

11.1. 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/20/21

The **Director** informed that the declarations submitted by the new members of the Management Board until 22 June 2021 show no existing conflicts of interest.

Decision: The Management Board took note of the outcome of the screening conducted by the EMCDDA Director that has revealed that for the moment there is no conflict of interest.

12. Any other business

12.1. Planning of meetings for 2022 — EMCDDA/21/21

Decision: The Management Board endorsed the planning of meetings for 2022.

12.2. Update on the Pompidou Group of the Council of Europe

Mr Huber, Executive Secretary of the Pompidou Group of the Council of Europe, informed that a revised statute of the Pompidou Group was adopted by the Committee of Ministers of the Council of Europe on 16 June 2021.

Attracting new partnerships and members while acting as an open platform that brings together key partners inside and outside the Council of Europe, including civil society organisations, to shape the future of drug policy is one of the main targets of the Pompidou Group's renewed political and legal framework.

He underlined the extension of the Group's mandate to include addictive behaviours related to licit substances (such as alcohol or tobacco) and new forms of addictions (such as Internet gambling and gaming), as well as the strong focus on human rights. To better reflect both its identity as a Council of Europe entity and its broadened mandate, the Group will change its official name from the 'Cooperation Group to Combat Drug Abuse and Illicit Drug Trafficking' to the 'Council of Europe International Cooperation Group on Drugs and Addiction'.

The **Chair** congratulated the Portuguese Presidency of the Pompidou Group of the Council of Europe and its Secretariat on the new statute.

The **Chair** concluded the meeting with the hope that the next Management Board meeting could take place in Lisbon. The Management Board will be requested to elect a new Chair and Vice-Chair. A call for candidatures will be launched after the summer.

Ms d'Arrigo informed the participants that Ms Edith Hofer will soon leave DG HOME, to become Deputy Head of Unit at DG Energy. The Chair wished Ms Hofer every success for her new position, and thanked her for the excellent work as EMCDDA policy officer, as well as for her collaboration at the Management Board, Executive and Budget Committees and within the Reitox network. On behalf of the Management Board and on her personal behalf, the Chair expressed her thanks for Ms Hofer's constant support to the Agency over the past years, in particular during the last external evaluation of the EMCDDA and the preparation of the revision of the agency's mandate.

The Chair thanked the Director and the EMCDDA staff, in particular the colleagues from ICT, for the preparation of the meeting, and the Board members for their contributions. Ms d'Arrigo also expressed her special thanks to the interpreters for their work.

The next meeting will take place on 16–17 December 2021.

(s.) 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