

**FINAL MINUTES OF THE FOURTH MEETING OF THE
EUDA MANAGEMENT BOARD (11–12 DECEMBER 2025)**

11 DECEMBER 2025

PART I: *Opening of the meeting*

1. Introduction by the Chair

The **Chair**, Dr Franz Pietsch, welcomed the participants at the fourth meeting of the European Union Drugs Agency (EUDA) Management Board meeting. The meeting was held in hybrid format, at the EUDA and by video conference through Microsoft Teams, with remote simultaneous interpretation from and into English, French, and German. The Management Board members agreed with the recording of the meeting via an EUDA licence in Microsoft Teams to transcribe the discussions to facilitate the preparation of the minutes.

The Chair stressed the significance of this Management Board meeting, as it provided the last opportunity to exchange views with the Executive Director, Alexis Goosdeel, shortly before the end of his second term of office. The Board would have the opportunity to discuss the assessment of the implementation of the EMCDDA Strategy 2025, and other issues linked to the EUDA mandate. The Chair thanked the Executive Director for his 10 years of service at the helm of the agency and outstanding commitment.

Dr Pietsch warmly welcomed Dr Lorraine Nolan, who was appointed by the Management Board as the agency's new Executive Director on 18 June 2025 and attended this meeting before taking up her post at the beginning of January 2026.

An update on the meeting attendance was provided as follows. Mr Tadhg Fallon, Assistant Principal, from the Drugs Policy, Refugee and Inclusion Unit at the Department of Health has been nominated as member for Ireland. Spain nominated Ms Francisca Sureda Llull, Government Delegate for the National Plan on Drugs as member. Dr Nicolas Puisse, President of the MILDECA, represented France as member at the meeting. The member for Luxembourg was excused and their proxy vote was given to the member from Austria. Ms Alice Schogger, Head of Unit at the Federal Ministry of Social Affairs, Health, Care and Consumer Protection, accompanied the Chair as alternate for Austria during this meeting. Ms Olivia Wigzell, Director-General of the Public Health Agency of the Ministry of Health and Social Affairs, alternate represented Sweden. Mr Bogdan Georghe, alternate represented Romania, and was accompanied by Mr Andrei Petică, Head of Cabinet of the President of the National Agency for Policies and Coordination in the field of Drugs and Addictions.

Ms Beate Gminder, Director-General at DG Migration and Home Affairs (DG HOME) of the European Commission, and Mr Olivier Onidi, Deputy Director General at DG HOME, were excused. Ms Floriana Sipala, Director for Internal Security and Counter-Terrorism Coordinator (DG HOME), member for the EC, Mr Jo De Cock, Head of the Unit on Organised Crime and Drugs at DG HOME, as well as Mr Philippe Roux (DG SANTE), both alternates for the EC on the Management Board, participated in the meeting.

Prof Dr Meni Malliori and Dr Jorge Penedo represented the EP on the EUDA Management Board as independent experts in the field of drugs.

Türkiye nominated Mr Abdulkadir Saglam as member and Mr Nuri Güngör as alternate. In their absence Mr Murat Sarikamişli from the Reitox national focal point (NFP) TUBİM represented Türkiye at the meeting.





In relation to the attendance of observers the following was noted. The Chair welcomed Prof Dr Marieke Liem, Chair of the EUDA Scientific Committee, and congratulated Ms Ioulia Bafi, Head of the Greek NFP, on her nomination as the new Spokesperson of the Reitox network.

Ms Ardita Abdiu, Deputy Executive Secretary, was nominated by the Pompidou Group of the Council of Europe as observer. Mr Justice Tettey, Chief of the Drugs, Laboratory and Scientific Services Branch of the Division for Policy Analysis and Public Affairs represented the United Nations Office for Drugs and Crime (UNODC). Ms Carina Ferreira Borges from the World Health Organisation (WHO) was excused.

The Chair summarised the main parts of the agenda of the meeting.

2. Adoption of the agenda

EUDA/22/25
EUDA/23/25

The **Chair** informed that the Executive Board proposed at its meeting of 10 December 2025 to consider agenda item 4.3. (Modification of the EUDA organisational structure) as a point for information. The Management Board agreed.

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

PART II: *Exchange of views*

3. Exchange of views on the implementation of the EMCDDA Strategy 2025

3.1. Presentation by the outgoing EUDA Executive Director

The **Executive Director** presented the assessment of the EMCDDA Strategy 2025, which was adopted by the Management Board on 15 December 2016 and was accompanied by two Roadmaps (2020 and 2025). The Strategy outlined a new vision of 'A healthier and a more secure Europe, through sound evidence for policies and actions on drugs' around three dimensions: Health, Security and Business drivers. The overall results of the two combined Roadmaps show that out of the total number of 102 milestones, progress was made in 95 % of the milestones (70 % were fully achieved and 25 % partially achieved).

Mr Goosdeel illustrated the challenges faced by the EMCDDA and some internal/external factors which influenced the performance. The EMCDDA was under-resourced between 2016–2024, with an annual budget of only 1 MEUR for operational activities (excluding the appropriations for the Reitox network). The new EUDA mandate brought a significant operational growth within a very short time (2024–2025). Despite external factors such as the COVID-19 pandemic (2020–22), Brexit in 2020, geopolitical instabilities, (wars, elections, economic and political uncertainties), increased external demands on the agency, and various internal factors (internal reorganisation, new business model, new mandate and transformation to EUDA) the performance of the agency was extremely strong. Key turning points were: the internal reorganisation in 2017; the fourth external evaluation in 2018 which highlighted the agency's excellent performance and usefulness to the EU and set the basis for the later expansion of the mandate; the new customer-first and digital-first business model in 2021; and the proposal from the Commission for a new, broader and stronger mandate for the agency in January 2022. The EUDA replaced the EMCDDA on 2 July 2024, further to the entering into application of the EUDA Regulation.

The Executive Director noted a significant increase in the agency's website reach and social media followers, including professionals in the drugs field, over the past ten years. More than 10 000 participants were registered in webinars, and over 11 000 policymakers, health and law enforcement drug professionals benefited from training provided by the agency. The agency released more than 400 publications (among which the European Drug Report, the European Responses and the joint EUDA-Europol Drugs Markets Report) and authored/co-authored over 180 scientific articles. The EUDA expanded prevention training for frontline workers, mainly through the European Prevention Curriculum (EUPC) handbook (2019). Between 2016–November 2025 some 478 new psychoactive substances (NPS) were detected for the first time in



the EU, bringing to more than 1000 the total number of NPS monitored through the Early Warning System since its establishment in 1997. New EUDA systems and services for strengthening EU preparedness on drugs and complementing the EU EWS were launched in 2025: the European Drug Alert System (EDAS), the European Network of Forensic and Toxicological Laboratories (LABS) and the European Threat Assessment System (ETAS). The EUDA supported the EU drug policy in many ways, such as supporting the EU Drugs Strategies 2013–20 and 2021–25 and EU Action Plans 2017–20 and 2021–25 and providing input (as required) to the development of the new EU Drugs Strategy and Action Plan against drug trafficking. The agency prepared a new European cannabis toolkit for assessing the impact of cannabis policy changes. 8800 law enforcement professionals were trained in collaboration with CEPOL. A first innovative European conference on drug-related violence took place in November 2024 in Brussels. The agency co-organised four editions of the Lisbon Addictions Conference (2017, 2019, 2022, 2024), a unique global event of growing importance, bringing together researchers, practitioners and policymakers.

The agency relied on the close cooperation of the Reitox network, the backbone of the EU drug monitoring system. Following the successful completion in 2025 of the Reitox Development Framework adopted in 2017, a new Reitox Alliance reflecting the expanded needs of the collaboration will be in place next year. The EUDA also engaged in partnerships with other EU agencies and prepared the Chairmanship of the network of Justice and Home Affairs Agencies (JHAAN) in 2026. In the area of international cooperation, the agency was granted 12 MEUR for technical cooperation projects over the past ten years and signed Working Arrangements (WAs) with Albania, Kosovo (*), Serbia, Montenegro, Georgia, Ukraine, Peru, Colombia, Ecuador, Chile, and Canada (CCSA).

The Executive Director concluded that the agency shows a very good execution not only of the objectives of the EMCDDA Strategy 2025 but also of what had not been foreseen. He thanked the European Commission, the European Parliament, the Council, the Management Board members and all partners for their support.

3.2. Discussion

Ms Floriana Sipala, representative of the European Commission, thanked the Executive Director for his vision and the overview of the past years. The evolution of the drugs phenomenon led to a new mandate, for which the agency is now better resourced and staffed. The Executive Director has been particularly active in collaborating with other EU agencies and in the external dimension of the work which resulted in a wide array of WAs with third countries. Ms Sipala thanked Mr Goosdeel on behalf of the European Commission for the very effective and pleasant cooperation, and for having turned the agency into a robust and agile organisation. She also wished Dr Lorraine Nolan all the best for her mandate and looked forward to the important work ahead in fully implementing the new mandate.

Ms Ioulia Bafi, Spokesperson of the Reitox NFPs, thanked the Executive Director for this enormous work, as well as for having prepared transformation of the Agency and the strengthening of its mandate. The Agency has become a stronger, more visible and more influential reference point for evidence-based drug policy and practice in Europe and beyond. Throughout the years, as Head of the Reitox Unit, and later as Executive Director, Mr Goosdeel was attentive to the strengths, challenges and realities in the NFPs' countries, and, most importantly, the value of the Reitox partnership, which he strengthened.

It is noteworthy that, after the reductions in the NFPs' maximum co-financing following the agency's budget constraints, the total amount for the Reitox co-financing was reinstated, for which the NFPs express their deep gratitude. Ms Bafi thanked the Executive Director on behalf of all NFPs across Europe for having shaped not only the Agency, but also the identity of the Reitox network. Ms Bafi also thanked all EUDA colleagues who shared his vision, and the members of the Management Board who supported it.

The **Chair** congratulated the Executive Director and his staff on the remarkable achievements reached by the agency over the past ten years, despite many unforeseen external and internal factors.

(*) This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.



PART III: *Items for adoption and information*

4. EUDA mandate

4.1. Overview of delivery of EUDA services: oral presentation by the Executive Director

The **Executive Director** reminded that the EUDA will contribute to the ultimate strategic goal which is to strengthen the EU preparedness to tackle the drugs problem by: 1) anticipating future drug-related challenges and their consequences (Anticipate); 2) alerting in real time on new drug risks and threats to health and security (Alert); 3) assisting the EU and its Member States strengthen their responses to the drug phenomenon (Respond); and 4) facilitating EU-wide knowledge exchange and learning for evidence-based policies and interventions (Learn). The Executive Director explained how preparedness will be ensured through four courses of action (services, customers, knowledge and systems). 12 strategic service packages correspond to the elements of the strategic vision and are based on new or updated systems.

Mr Goosdeel informed about the work of the agency in the past 18 months to create conditions for new and improved services. Three sets of services are associated to each strategic function.

Anticipate

To help customers understanding the current situation and anticipating the future needs and responses, the EUDA provides three main packages of services: Situational Analysis, Geostrategic Analysis, and Prospective Analysis. According to the needs of every group of customers, the format and the objective of each service can be modulated, for instance, the level of detail and the purpose of the presentation of a Situational Analysis can vary. The flagship reports on the situational analysis have to change to correspond to the questions of the agency's customers.

Alert

The agency produces Early Warnings on NPS, European Drug Alerts (covering all drugs and aiming at empowering frontline professionals), and Health and Security Threat Assessments. More specifically, the EUDA is uniquely positioned to provide two categories of services: alerts and threat assessments. This is supported by advisory services and recommendations to support the adoption and implementation of the Responses, on the other side.

Respond

The EUDA supports the adoption and implementation of responses through two categories of risk assessments: the first are the Risk Assessments of NPS, which we operate under certain conditions, and that can lead to the EU deciding to place a substance under control. But it can also be the conclusions of the Risk Assessment of chemical precursors that may lead to new control decisions in the future, or that contribute to the ongoing legislative work on that topic. The Response function has two other dimensions: addressing the emerging threats or risks (short-term) or supporting EU and national policymaking (longer-term). The second one is closely associated with the support for the design and evaluation of European and national policies as part of the Learn function. In the future, the agency will need to develop a toolbox and methodology to help Member States assess the availability and quality of the required responses and build a model to provide support upon request for the implementation of new or complementary responses.

Learn

With the new mandate, under the Learn function, the agency has a more important role in supporting the design and evaluation of policies and strategies. The new mandate calls for further developing work in that area and offering a model of service that could be used by many countries, but at the same time be achievable and sustainable for the EUDA. The EUDA builds its capacity in this area with projects such as the European cannabis policy toolkit 'Cannapol', an initiative aimed at supporting national cannabis policy design and evaluation across the EU. The two other services in this strategic area are Best Practice in Demand Reduction, which needs to expand from prevention and harm reduction to treatment and social reintegration, and Capacity Development in both the EU and international cooperation dimensions.



4.2. Business transformation

The **Executive Director** presented an analysis of the agency's transformation under his strategic lead. 2016 saw the preparation of the first long-term Strategy for the EMCDDA (Strategy 2025), which was complemented by two Roadmaps. It was drafted based on an internal diagnosis (SWOT analysis) and a wide consultation of stakeholders (Management Board, Scientific Committee, Reitox NFPs, EU institutions and agencies). In 2017 a new organisational structure was adopted, and new projects were implemented. A change and performance model were set up and informed the fourth external evaluation of the EMCDDA which was carried out by the European Commission in 2018. In 2018 the organisation followed up on the recommendations of the external evaluation, started the Futures project and elaborated on customer engagement. In 2020 the COVID-19 pandemic boosted innovation with the introduction of teleworking, webinars and the first digital launch of the European Drugs Report (EDR). The agency also collected data of the impact of the pandemic on professionals in the drugs field in Europe. The transformation to a new business model, customer-centric and digital-first approach started in 2021. The agency supported the negotiations for the new EUDA mandate further to a legislative proposal from the Commission in 2022. 2023 can be out under the sign of creativity and innovation, inventing the agency's future. The genesis of the EUDA took then place in 2024, a year of effervescence, starting to implement the new mandate. The first full year of the EUDA mandate in 2025 saw the launch of new systems and was marked by the appointment of a new Executive Director.

The Executive Director paid tribute to the former Heads of NFPs Mr Tomáš Zabranský (CZ), Ms Manina Terzidou (EL) and Mr Franz Trautmann (NL) who passed away. He called on reducing activities in the work programme to recover from the extremely high workload of the past years and stressed the importance in investing more in research on treatment to respond to the increase of cocaine and stimulants dependence, while continuing to support substitution treatment and reinventing harm reduction interventions.

The Executive Director thanked everyone for their support.

The **Chair** congratulated the Executive Director for having implemented his vision during his two mandates and turned the EMCDDA into a key agency for the EU institutions, national policy makers and all other stakeholders. He also thanked the EUDA staff for their commitment and achievements.

4.3. Modification to the EUDA organisational structure

EUDA/25/25

The **Chair** briefly explained that the Agency has entered a phase where its mandate is expanding, its operational landscape is becoming more intricate, and stakeholders increasingly expect coherence, transparency, and accountability. In such an environment, the development of a more structured capacity for strategic planning and performance monitoring would be beneficial. The outcome of the works carried out, by Deloitte as external consultants for the organisational development programme point to the need to set up a centralised capacity to steer strategy, ensure alignment across planning layers, and maintain robust oversight of organisational performance.

The new Executive Director will examine the needs for a possible adaptation of the organisational structure of the EUDA, to be adopted as may be required by the Management Board according to Article 24 para 1 (x) of the EUDA Regulation.

4.4. EUDA buildings

EUDA/26/25

The **Executive Director** reminded that an initial assessment of the impact that the adoption and implementation of the EUDA Regulation (and the additional human resources to be recruited for this purpose) may have on the agency's premises was conducted at the end of 2023. The Management Board concluded that the most viable and sustainable approach would be to rely on the EUDA's existing premises in Cais do Sodré and adapt them as necessary to accommodate the new staff, design more meeting rooms and co-creation spaces, and foresee possibilities for audio and video meetings with experts and stakeholders. The representatives from the European Commission and some members of the Management Board indicated the need to adapt the organisation of the working space to consider new and more modern configurations, more adapted to the rules on teleworking. On this basis the agency started a feasibility



study and hired an architect to explore possible technical solutions. The architect consulted management and staff and is working on a first project. According to the information provided by the contractor in mid-November 2025, a preliminary partial estimate places the cost at approximately EUR 4 000 000. In September 2025, the current subtenant of several areas in the PAL secondary building (Bensaúde) vacated most of these spaces and notified its intention to bring the sublease contract to an early end in November 2025. Consequently, the entire PAL building will be returned to the EUDA in December 2025 for its exclusive use.

The new Executive Director will analyse the needs and possible options and take a decision in line with the EU Financial Regulation, while keeping the European Commission and the Budget Committee informed.

4.5. Funding mechanisms for the EUDA network of forensic and toxicological laboratories **EUDA/27/25**

The **Chair** informed that the EUDA is working on the rules and procedures for the definition, selection and financing of projects linked to the network.

PART IV: Items for information

5. Activity reports

5.1. Report on the activities of the Chair **EUDA/28/25**

No comments were made.

5.2. Report from the Budget Committee **EUDA/29/25**

No comments were made.

5.3. Report on the external activities of the Director **EUDA/30/25**

No comments were made.

PART V: Items for decision and information

6. The EUDA Reitox network

6.1. EUDA Reitox Alliance

- Presentation by the EUDA on the draft Reitox Alliance **EUDA/31/25**

The **Executive Director** reminded that he proposed some years ago to define a 'Reitox Alliance' to develop a shared understanding of the Reitox partnership, rather than focusing only on the respective obligations of the EMCDDA and the NFPs. The Management Board decided in December 2023 to approve a process for preparing and adopting this new 'Reitox Alliance' beyond 2025, which would include potential revisions to the Reitox co-financing. The Executive Director suggested to define three categories of activities to be implemented by Reitox NFPs: mandatory, complementary and ad hoc tasks. These tasks would be co-financed by the already existing annual grant agreements, as well as through other contractual instruments to be defined.

In January 2024, a Joint Working Group composed of representatives of the EUDA and volunteering National Focal Points (NFPs) was set up and to collaboratively prepare the new Reitox Alliance operating framework.



This document builds on the shared experience of the EUDA and the Reitox NFPs to update their operating framework, which dates from 2003, with the new mandate of the Agency, with the aim of enhancing EU preparedness to anticipate and respond to current and emerging drug-related challenges.

- Report from the Chair of the Working Group of the Management Board on the Reitox co-financing EUDA/32/25

At its meeting in June 2023, the EMCDDA Management Board established a Working Group (WG) to discuss issues related to Reitox co-financing. At its meeting of December 2024, the EUDA Management Board decided to reconvene the working group on the Reitox co-financing, to address the possible implications of the new Reitox Alliance on future co-financing and additional funding, in accordance with Regulation (EU) 2023/1322.

The **Chair of the Working Group of the Management Board, Mr Victor Sannes (NL)**, thanked the members of the WG (Ms Sanja Mikulic and Ms Grazina Belian from the Management Board, Ms Lucie Laffont and Ms Marie-Aude Tannou from DG HOME, Ms Maria Moreira, Mr Dante Storti and Ms Monika Blum from the EUDA) for their support. Mr Sannes updated the Board members on the discussions of the Working Group since the Management Board meeting of June 2025 and asked for input from Member States and NFPs. The WG received formal and informal suggestions and reactions from members of the Management Board or NFPs from AT, BE, CY, CZ, DK, FI, DE, IR, NL, PL, PT, SI and ES. The WG was also informed of the input from the meeting of the Heads of the Reitox NFPs end of November.

All this input has led to the updated version of the proposal of the WG that has been circulated to the Management Board members after the Budget Committee and Executive Board meetings of 10 December 2025.

The WG discussed the co-financing for the three types of tasks.

1) Core tasks

The Reitox NFPs suggested at their last meeting to change the wording 'mandatory tasks' to 'core tasks'. The WG and the EUDA agreed that this wording fits better to the spirit of the Reitox Alliance. Therefore, in the revised version of the proposal on the Reitox co-financing the wording has been changed. This change should also be reflected in the document on the Reitox Alliance, if the Management Board agrees.

The WG proposed that the EUDA maximum co-financing to each NFP for the execution of core tasks should be increased from EUR 100 000 in 2025 to EUR 120 000 in 2026. From 2027, the same indexation rate as applied to the annual EU subsidy to the EUDA should be applied to the total EUDA annual budget earmarked for the co-financing of the Reitox core tasks. The repartition scheme for the Reitox co-financing should be kept at the current level of 50%-50%.

2) Complementary tasks

The discussions in the WG on complementary tasks considered some important assumptions:

- All NFPs focal points should have the possibility to apply for complementary tasks, also NFPs that do not apply for the maximum of co-financing for the core tasks.
- The WG stated that the total budget for the Reitox network should take into consideration the amount foreseen in the legislative financial statement attached to the EUDA Regulation, which reflects the agreements made by the Member States and the European Commission in the European Council.
- The WG discussed several options for the co-financing repartition scheme, such as 90%-10%; 70%-30% and 60%-40%. The WG agreed to propose a compromise of 75%-25% for the Reitox co-financing repartition scheme for complementary tasks. This compromise should allow all NFPs to apply for complementary tasks.



- The 75%-25% repartition should be monitored by the EUDA and reported to the Management Board, to assess if the 75%-25% co-financing repartition scheme is fit for purpose. This will allow for adjustments if necessary.
- The list of the complementary tasks should be annually reviewed by the EUDA and the Reitox network.

2) Ad hoc tasks

The WG proposed a 100% EUDA funding for ad hoc specific projects. DG BUDG of the European Commission examined the legal issues of this proposal for financing of the ad hoc tasks and made no objections.

Finally, the WG discussed the role of the NFPs of Norway (NO) and Türkiye (TR). Under the new Reitox Alliance, NFPs from NO and TR could be allowed to participate/contribute to the execution of complementary tasks and ad hoc projects. However, at this moment NO and TR NFP's participation in the execution of the referred complementary tasks and specific projects requires further assessment by the relevant institutional actors, and in particular their possible eligibility to the relevant financing mechanisms. NFPs from NO and TR can continue to benefit from funding opportunities provided by EUDA relating to activities included under the Single Programming Document (SPD) which are outside of the framework of the Reitox network.

The implications of the above proposed Reitox co-financing should be piloted in 2026 and 2027 and feedback from the piloting exercise should be reported to the Management Board.

Mr Sannes emphasised the importance of providing the NFPs with information on EUDA publications before their release.

Mr Jo De Cock, representative of the European Commission, thanked the WG and its Chair for its proposal and subscribed to the compromise presented. The European Commission supported the Reitox co-financing repartition scheme of 75%-25% for complementary tasks, which indicates a fair share of commitments between the agency and the Member States and is aligned with the Internal Security Fund (ISF) Regulation providing that 'the contribution from the Union budget shall not exceed 75% of the total eligible expenditure for a project. (Article 12(1) of the ISF Regulation). The European Commission agreed with the proposal of the two complementary tasks for 2026, as included in the SPD, namely data collection on drug-related homicides and the EU Prevention Curriculum. The European Commission stressed that Article 33(5) of the EUDA Regulation foresees the co-financing and the provision of additional funding for the participation in and delivery of projects on an ad hoc basis for the NFPs of the EU Member States but acknowledged that the possible eligibility of NO and TR for complementary or ad hoc tasks should be further assessed.

NO and TR emphasised their annual contribution to the annual EUDA budget and willingness of their NFPs to participate in complementary or ad hoc tasks. NO wondered what could be expected and by when. The European Commission stated that the participation of NO and TR in the Reitox core tasks is defined in the agreements between the European Union and these countries for the purpose of the participation in the work of the agency, and that its services will assess this issue and propose a way forward potentially before the Management Board meeting of June 2026.

Ms Ioulia Bafi, Spokesperson of the Reitox NFPs, thanked the Executive Director and the EUDA team for having laid the foundations of the new Reitox Alliance, and expressed the high appreciation of the NFPs of the fruitful co-creation process. The Network acknowledges the Reitox Alliance as a strategic document confirming Reitox as an integral part of the agency's structure. On behalf of the Network, she appreciated the work of the Working Group of the Management Board and welcomed their proposal on co-financing (including the increase for core tasks and the opportunities offered by complementary tasks), while noting, although the 75%-25% repartition for complementary tasks is understood as a compromise, the NFPs had expressed a proposal for a 90%-10% scheme to enable more NFPs to participate. She stressed the importance attached by the Network to the endorsement of the document and summarised the latest discussions of the NFPs regarding their proposal for the term 'core tasks' (instead of 'mandatory'), the need



to discuss complementary tasks early in the year, as well as the importance for NFPs of being informed at least two weeks in advance of EUDA outputs presenting national data.

BE thanked the WG for its work and proposal for the Reitox co-financing but suggested that the complementary and ad hoc tasks should be announced as early as possible to allow enough time to negotiate the co-financing at national level.

The **Executive Director** recognised that many NFPs raised this issue and stated that it has been agreed with the Reitox network to present the topics for the complementary and ad hoc tasks every year in Spring.

Decision: The Management Board adopted the revised EUDA Reitox Alliance (document EUDA/31/25 final) with the change from 'mandatory tasks' to 'core tasks' and a reference to starting the discussion on complementary tasks in Spring each year. The Management Board also adopted the proposal from the Working Group of the Management Board on the Reitox co-financing (document EUDA/32/25 final).

6.2. State of progress of the assessment of Reitox national focal points

EUDA/33/25

Article 35(1) of the EUDA Regulation states that 'The Agency shall assess whether each national focal point, by carrying out the tasks set out in Article 34(2), contributes to the achievement of the tasks of the Agency'.

The assessment is currently ongoing and the result of the first round of assessments of all NFPs will be presented to the Management Board in June 2026.

PART VI: *Items for decision*

7. Operational and financial programming

7.1. EUDA Draft budget for 2026

EUDA/34/25

The **Executive Director** summarised the main figures of the draft EUDA budget (DB) for 2026.

The **Chair of the Budget Committee**, Mr Victor Sannes (NL), stressed that the amount of for the EU 2026 subsidy to the EUDA had not changed since the preliminary draft budget for 2026 adopted by the Management Board in December 2024. The EU budget for 2026 includes an amount of EUR 35 536 609 for the EU 2026 subsidy to the EUDA, in line with the last updated EC financial programming for the EU 2026 subsidy to the EUDA under the EU 2021–27 MFF (EUR 19 160 609), as well as the additional budget appropriations earmarked for 2026 for EUDA, pursuant to the legislative financial statement attached to the Regulation establishing the EUDA (EUR 16 376 000). The Budget Committee recommends to the Management Board to adopt the EUDA budget for 2026, which includes the proposal of the WG of the Management Board on the Reitox co-financing.

Mr Jo De Cock, representative of the European Commission, informed that the Budget Authority reached an agreement for the EU budget for 2026 in the conciliation procedure on 26 November 2025. The European Commission welcomed the inclusion of a budget line for the EUDA Technical Cooperation project with Peru.

The **Chair** thanked the EUDA Resources management and administrative services team and all Heads of unit and Heads of sector for the preparation of the draft budget for 2026.

Decision: The Management Board adopted unanimously the EUDA budget for 2026.



7.2. EUDA Single Programming Document for 2026–28 and work programme for 2026 EUDA/35/25

The **Executive Director** noted that the activities of the final draft work programme for 2026 are linked to the strategic objectives of the SPD 2026–2028 and the annual budget. The top-level priorities for the cross-cutting areas are clearly highlighted. A review of the key performance indicators in the work programme has started in 2025 and will be completed in 2026.

A new EUDA Strategy will be developed in 2026, in consultation with key stakeholders, under the leadership of the new EUDA Executive Director. The Organisational Development Plan (ODP) will guide transformation until 2027. This includes the large digital transformation programme initiated in 2025, the development of the human resources area, the customer and product management area and the strategic planning area. The Executive Director commented that it would be necessary to boost developments in the area of Responses in the future (treatment for cocaine or stimulants dependence, drug-free treatment programmes and therapeutic communities). The EUDA also should set up a Strategy for scientific content to identify the priority topics on drugs on the political agenda in Europe. The Scientific Committee expressed interest in a dialogue with the Executive Director and the Chief Scientist to develop a holistic and comprehensive approach for the next years.

Further to a recommendation from the Internal Audit Service (IAS) of the EC, a note highlighting the key changes made to the final draft SPD 2026–2028, and the reasons why this final draft does not reflect certain points from the Commission's opinion which was sent to the EUDA on 7 July 2025, had been distributed as room document.

Mr Jo De Cock, representative of the European Commission, expressed the Commission's positive opinion on the draft SPD 2026–28. The structure of this coherent document is aligned with the EUDA Regulation and enhances a strategic approach. It also reflects well the priorities of the EU Drugs Strategy and Action Plan against drug trafficking. The European Commission welcomed the note highlighting the key changes made to the final draft SPD 2026–2028.

Prof Dr Marieke Liem, Chair of the Scientific Committee, reported that the Scientific Committee welcomed the EUDA SPD for 2026–28 and 2026 work programme.

Prof Meni Malliori, representative of the European Parliament, congratulated the Executive Director and his staff on the document.

Ms Ioulia Bafi, Spokesperson of the Reitox NFPs, congratulated the EUDA on this comprehensive document, which takes on board the main comments from the NFPs.

The **Executive Director** thanked the EUDA planning team and all Heads of unit and Heads of sector for their work.

Decision: The Management Board adopted unanimously the EUDA Single Programming Document for 2026–28 and work programme for 2026.

7.3. EUDA Preliminary draft budget for 2027

EUDA/36/25

The **Chair of the Budget Committee** noted that the EUDA 2027 PDB should rely on an EU 2027 subsidy of EUR 36 327 821. This amount encompasses the figures set by the last updated EC programming for the EU 2027 subsidy to the EUDA under the EU 2021–27 MFF (EUR 19 543 821), as well as the additional budget appropriations earmarked for 2026 for the EUDA, pursuant to the legislative financial statement attached to the EUDA Regulation (EUR 16 784 000).

The Budget Committee recommended to the Management Board to adopt the EUDA preliminary draft budget for 2027, which includes the proposal of the WG of the Management Board on the Reitox co-financing. The budget scenario assumed for the Reitox co-financing is a maximum annual co-financing to each Reitox NFP amounting to EUR 120 000 per NFP, by applying a 2% indexation rate compared to 2026



for the envisaged 'Reitox mandatory tasks' (up to EUR 122 400 per NFP with a corresponding co-financing from each concerned Member State, according to a 50%-50 % co-financing scheme).

Decision: The Management Board adopted the EUDA preliminary draft budget for 2027, with the abstention of the European Commission for institutional reasons.

7.4. EUDA Preliminary draft Single Programming Document for 2027–29 and preliminary draft work programme for 2027

EUDA/37/25

The **Executive Director** updated on planning for the Lisbon Addictions Conference in 2027. It will be coproduced with the Portuguese Institute on Addictive Behaviours and Dependencies (ICAD), and other partners. However, it is planned that the EUDA will for the first time assume primary financial responsibility for its organisation and delivery. A further update on the planning will be provided at the Management Board meeting of June 2026.

Decision: The Management Board adopted the EUDA Preliminary Single Programming Document for 2027–29 and preliminary draft work programme for 2027, with the abstention of the European Commission for institutional reasons.

PART VII: *Exchange of views*

8. Incoming EUDA Executive Director

8.1. Exchange of views with Dr Lorraine Nolan

The **Chair** invited Dr Nolan as the incoming Executive Director to share some initial reflections with the members of the Management Board

Dr Lorraine Nolan thanked the Chair for the opportunity to attend and contribute to the meeting. She thanked the Management Board members for their trust and ensured them of her commitment to deliver on the full transition to the new mandate. Dr Nolan acknowledged the other candidates.

The incoming Executive Director thanked Mr Goosdeel for his handover, which included overviews on general topics and the participation in a three-day planning and management meeting in October 2025 during which she met with all Heads of unit and Heads of sector, as well as with members of the Executive Office. She also had an exchange with the Chief Scientist and the Head of the Human Resources sector and stressed the importance of people focused leadership.

Dr Nolan will collaborate closely with the members of the Management Board, the Executive Board and the Budget Committee. She will prioritise a meeting with the Chair of the Scientific Committee and ensure close cooperation with the Reitox network. Dr Nolan expressed her gratitude to the European Commission and will ensure a continued fruitful collaboration. A first coordination meeting with DG HOME will take place in January 2026. She also looked forward to build cooperation with the LIBE Committee of the European Parliament and the Council. Work with international organisations will represent another priority.

The transition to the new mandate, which is well captured in the Manifesto, implies an important cultural shift and focuses on service delivery. The EUDA is an excellent organisation, which has made a very high level of progress in the transition to the new mandate so far while carrying out the core business. Dr Nolan stressed the importance of establishing trust and collective work with the EUDA staff. A key priority will be relationships and effective and impactful ways of working with the leadership team. 2026 will be an important year with the implementation of the Organisational Development Plan, the drafting of an EUDA Strategy and the EUDA Presidency of the network of Justice and Home Affairs Agencies (JHAAN).

FI welcomed the priority set by the incoming Executive Director on the wellbeing of the agency's staff and expressed her full support.



FR invited Dr Nolan to a visit to the MILDECA in Paris and ensured her about its support. The supply and demand of stimulants such as cocaine, which require primary prevention measures and new treatments, should be considered as an important topic by the agency.

NL welcomed Dr Nolan at the Management Board and expressed high satisfaction about the fact that staff counts as a top priority for the new Executive Director.

Ms Floriana Sipala, representative of the European Commission, stated that the EUDA is a very important JHA Agency for addressing the drugs problem which is now high on the political agenda. She encouraged the new Executive Director to embrace change during her mandate and ensured her of the full support of the Commission, looking forward to a fruitful cooperation. Ms Sipala welcomed the importance attached to the relation with the staff and suggested increasing awareness activities around drug prevention.

EL welcomed Dr Nolan at the Management Board and urged her not to forget small EU Member States, especially those located on the borders of the EU, and the collaboration with neighbouring countries and the Western Balkans, where drug problems will increase. EL invited Dr Nolan for an official visit.

CY stressed the holistic balance approach followed by the Cyprus National Addictions Authority and expects Dr Nolan's visit during its Presidency.

PT welcomed Dr Nolan on behalf of the host country and the Portuguese authorities and wished her a successful mandate.

UNODC looked forward to a close and fruitful collaboration with the new Executive Director.

NO invited the incoming Executive Director to a visit together with the Chief Scientist.

DE welcomed Dr Nolan and extended an invitation for a visit. DE stressed the importance of not only collecting data on cocaine and crack use but also trying to find solutions based on scientific evidence.

The Pompidou Group of the Council of Europe congratulated Dr Nolan on her appointment and expressed the full appreciation from her organisation.

TR congratulated Dr Nolan on her assignment and thanked Mr Goosdeel for his work. TR invited Dr Nolan for a visit.

The **Chair** thanked Dr Nolan for her intervention and assured her of the full support of the Management Board during her mandate.

12 DECEMBER 2025

PART VIII: *Items for information*

9. EU Presidencies and EU Drugs Strategy and EU Action Plan against drug trafficking

9.1. Presentation of the conclusions of the Danish Presidency

Mr Lars Petersen, Senior Adviser at the Ministry of the Interior and Health of Denmark, presented the first conclusions of the DK Presidency. The main priorities for the DK Presidency of the Horizontal Drugs Group (HDG) were the following:

- Follow up on the evaluation of the EU Drugs Strategy and Action Plan 2021-2025
- Co-creation and presentation of a new EU strategic framework on drugs (Commission communications on the EU Drugs Strategy and EU Action Plan against Drug Trafficking)



- Follow up on the EU Roadmap to fight Drug Trafficking and Organised Crime
- EU Dialogues on drugs with third countries and partners (China, the USA, Colombia and the Western Balkans, EU-CELAC Technical Committee, Civil Society Forum on Drugs)
- Preparation of statements for CND meetings
- Facilitation of relevant thematic discussions at the HDG on demand reduction, harm reduction, international cooperation, research and foresight and governance
- Bi-annual EU research dialogue on drugs

For the preparation of the new EU Drugs Strategy and EU Action Plan against Drug Trafficking the HDG started a co-creation process already during the PL Presidency serving as a platform for Member States to feed into the Commission's work. This process consisted of thematic discussions at the HDG and written contributions from Member States followed by feedback from the Commission to the HDG. The DK Presidency invited the Commission to present to the HDG the evaluation of the EU Drugs Strategy and Action Plan 2021–25. On this background the HDG had an exchange of views on lessons learnt for the next strategic framework. The HDG invited the Civil Society Forum on Drugs to give its contribution to the next strategic framework and the UNODC to present its views on possible strategic priorities. In the beginning of December 2025 the European Commission issued its Communication on EU Drugs Strategy and EU Action Plan against Drug Trafficking, which was presented by the Commission at the Council meeting of Home Affairs Ministers and later in the week at the HDG for initial reactions.

The EU Drug Coordinators Meeting took place in Copenhagen on 16–17 December 2025. The meeting focused on two main themes. The first theme revolved around whole-of-government approaches to drug challenges focusing on addressing harm and social consequences at community level and horizontal responses to drug challenges at national level and comprised a sight visit to the largest drug consumption room in Denmark. The second theme was dedicated to discussions on 'Future challenges and possibilities: Threats and opportunities of AI and other advanced technologies'.

Mr Petersen thanked the Member States, EU institutions and the EUDA for their support.

On behalf of the Management Board, the **Chair** congratulated DK for its successful Presidency.

9.2. Presentation of the programme for the Cyprus Presidency

Mr Christos Mina, Cyprus National Drugs Coordinator and Chairman of the Cyprus National Addictions Authority, presented the programme for the CY Presidency. The CY Presidency will prepare the work for the endorsement of the EU Drugs Strategy and Action Plan against drug trafficking by the Council (January–March 2026) and examine the need to complement the Action Plan against drug trafficking (April–June 2026). The objective is to promote a balanced, holistic and evidence-based approach in line with the EU Drugs Strategy, with equal emphasis on demand and supply reduction.

The main theme for the Presidency will be 'Criminal Justice System and Drugs in Prisons', under which three thematic debates will be organised at HDG meetings. Other thematic areas to be discussed in HDG meetings will be:

- Opioid overdose prevention and the use of take-home naloxone
- Shifting patterns and challenges of cannabis trafficking and synthetic cannabinoids
- Minimum Quality Standards in Drug Demand Reduction
- Research Dialogue: Innovative initiatives and research concerning the use of new technologies (such as AI) in demand and supply reduction

The CY Presidency will prepare the 69th Session of the Commission on Narcotic Drugs (CND) in March 2026. It will ensure coordinated and active EU participation, prepare EU positions and statements and share information on side-events and draft resolutions (e.g. coca leaf and Colombian resolution updates).

EU Dialogues and discussion with third countries will take place with Brazil (March), the USA (April), and Central Asia (May). A Technical Committee Meeting and a High-Level Meeting of the EU-CELAC Coordination and Cooperation Mechanism on Drugs are scheduled for 5 February and end of April/May



respectively. A thematic discussion with the MedNET of the Pompidou Group of the Council of Europe is planned for 17 June.

The EU Drug Coordinators Meeting will take place on 28–29 May 2026 around the topic of 'Criminal Justice System and Drugs in Prisons'.

On behalf of the Management Board, the **Chair** wished CY every success for its Presidency, and assured CY of the full support from the Member States and the EUDA.

9.3. EU Drugs Strategy and EU Action Plan against drug trafficking: oral report from the European Commission

Ms Floriana Sipala, representative of the European Commission, presented the Commission's new EU Drugs Strategy and an Action Plan against drug trafficking, which was conceived and will be implemented in a co-creation process. Its preparation was preceded by a long and fruitful phase of thematic discussions and exchanges between the Member States and the Commission, relevant agencies (EUDA, Europol), MAOC-N and civil society. The European Commission has no exclusive competences on drugs issues, which lie mostly with the national Ministries of Health and Ministries of Security or Home Affairs. It is therefore important to use to the fullest the concept of a whole-of-government and whole-of-society approach and to rely on a very close cooperation between the national and European level.

The EU Drugs Strategy and Action Plan against drug trafficking confirm the EU's strong commitment to a balanced and comprehensive approach between health and security and a human-centred policy on drugs. It prepares Europe for the future, inviting all actors to anticipate on drug related threats – and here the EUDA has a crucial role to play – and reinforcing the link between internal and external action through stronger partnerships, including via dialogues with third countries to identify areas for tangible operational cooperation. The two documents respond to the intention to be results-oriented to increase effectiveness. The EU Drugs Strategy is structured around 5 key areas:

- **Enhancing preparedness and response** to drug related threats, with improved data collection, monitoring, early warning and rapid response measures at EU and national level. The EUDA with its new, stronger mandate, will play a key role in supporting Member States by identifying new psychoactive substances, issuing rapid alerts, and assessing the risks posed by highly potent synthetic opioids.
- **Protecting public health** by strengthening prevention, treatment and reintegration measures. The EUDA will support Member States with practical guidance and awareness-raising activities.
- **Strengthening security and protecting society**, with stricter rules against organised crime and an evaluation of the existing Framework Decision on drug trafficking by 2026.
- **Measures to prevent drug-related harm** focused on protecting young people from recruitment into organised crime (e.g. through a new EU toolbox and a new EU action plan on protecting children against crime), as well as reducing harm caused to society, local communities and the environment.
- **Stronger partnerships** with internal and external stakeholders and international cooperation, including third countries to reinforce and expand international alliances and increase operational cooperation, technical assistance and capacity building.

The Council is invited with the support of the European Commission to develop an implementation framework for the EU Drugs Strategy identifying the various stakeholders, among which the EUDA plays a crucial role.

The EU Action Plan against drug trafficking complements the EU Drugs Strategy, in response to the increased level of drug-related violence and of recruitment of young people for crime in Europe. It includes 19 concrete actions across six priority areas to:

- Adapt to evolving trafficking routes and methods used by criminal networks.
- Prevent crime and reduce drug-related violence.



- Step up cooperation of law enforcement, judiciary and customs authorities.
- Address the challenge of synthetic drugs and drug precursors.
- Advance research and development and innovation, including with a new Security and Innovation Campus to be launched in 2026.
- Strengthen international cooperation.

The European Commission also put forward a new legislative proposal to the European Parliament and the Council on monitoring and controlling drug precursors on 3 December 2025.

The European Commission welcomed the close cooperation with the Member States for the preparation of the EU Drugs Strategy and Action Plan against drug trafficking and looked forward to the discussions at the level of the Council in HDG meetings. Ms Sipala stressed the importance of the contribution from the EUDA and Europol in their implementation.

Ms Meni Malliori, representative of the European Parliament, noted that the EU supported a balanced approach for more than twenty years, but wondered how it was reflected in EU funding which seems to privilege supply reduction over demand reduction.

The Ministry of Health in **FR** is very concerned about the increase of drug demand, which, to more effectively address requires cooperation across the sectors of education, labour, universities, family policies and scientific research, as part of a whole-government-approach. It is necessary to review what is meant by 'civil society' to include also the Management Boards of companies, Directors of universities, the entertainment and touristic sectors. It is urgent to discuss how to face these problems of supply and demand for drugs in a digital world. Primary and early prevention must be a priority. Work on the determinants of the first drug use among adolescents and young people will be most efficient way to reduce demand and tackle drug trafficking.

NL thanked the European Commission for the new EU Drugs Strategy presenting a balanced approach and the Action Plan which complements well the European Ports Alliance Public-Private Partnership. At the same time, NL invited the European Commission to take the initiative, together with the EUDA, to draft an Action Plan on demand reduction, to tackle health and prevention issues and care for people suffering from drug addiction.

PL underlined the efforts of all involved actors under the PL and DK Presidencies in the preparation of the new EU Drugs Strategy reflecting well the current drug problems in Europe. Besides supply reduction it is also important to focus on demand reduction, such as on the organisation of treatment systems for stimulants use and prevention approaches.

CZ will consider the concept of preparedness in the preparation of its national drug strategy. It is important to clarify what is meant by public health (prevention, treatment and harm reduction). CZ is committed to collaborate with the Commission and the Member States to ensure a balanced approach inside and outside the EU.

ES also supported working on an Action Plan on health and social aspects (demand reduction).

EL suggested that the balanced approach should include mental health problems related to drug addictions and supported the idea of the preparation of an Action Plan on demand reduction, with a clear reference to evidence-based harm reduction interventions and human rights. Criteria must be established for evaluating the actions implemented by the Member States.

LV appreciated the concept of preparedness in the context of activities under Russia's shadow at the Eastern border of the EU. Symptoms of illness caused by war in the truest sense must be diagnosed. Nowadays the weakening of the public health of the enemy means weakening its resistance and resilience. This dimension must be considered in any activity to be taken in the drugs field.

TR supported the EU balanced approach on drugs, giving equal priority to supply and demand reduction.



CY stated that the strong emphasis on security measures as part of the EU balanced approach require adequate expertise, infrastructure and funding that may not be equally available across all Member States. The practical interoperability of information systems should be a priority.

The **Executive Director** thanked the European Commission and the PL, DK and CY Presidencies for the preparation of the EU Drugs Strategy and Action Plan against drug trafficking, for which the EUDA has also contributed upon request. Mr Goosdeel agreed that more and better drug prevention is needed, but that the model must change. During the discussions about the EUDA mandate Member States wondered about the meaning of the proposal from the Commission about awareness raising campaigns. Scientific evidence included from the US showed that such awareness raising campaigns show no positive impact. The data from the ESPAD survey published in 2025 show a decrease in drug use among young people, young women being more exposed to recreational use of drugs than young men, and a more generalised polysubstance use. It is necessary to explore better trends for certain age groups in regions and cities, and articulate qualitative data at local level to better understand patterns of behaviour. Different models of prevention should be combined. Investments must be combined to tackle prevention as a whole-of-society approach. The Executive Director referred to these aspects in his final statement published on 12 December.

Ms Floriana Sipala, representative of the European Commission, reminded that the EU Strategy on Drugs is solidly anchored in the values of human and fundamental rights and in respect of international conventions. The EU will continue to defend and promote this distinctive and important element of the EU approach to drugs, together with the Member States. The Commission agreed on the need of a whole-of-government and whole-of-society approach which is part of the EU Strategy on Drugs and 'ProtectEU' adopted in April 2025 to conduct any actions in this area. It is also instrumental to mainstream different policies at national and European level to work together towards a common goal. In this context DG HOME increased cooperation with other Commission services such as those working on regional policies. The Commission subscribes to working in partnership with private stakeholders, as e.g. in the European Port Alliance and EU Internet Forum which brought the drugs issue to the attention of private companies. An Action Plan on protection of children from crime in a larger sense will be published in 2026. The EU Strategy is clear about the fact that harm reduction is very important to avoid the first use of drugs but is not key to everything. The document explicitly mentions demand reduction and prevention with a generic reference and a reference to cocaine use. The Commission hoped to engage more in prevention activities, together with the EUDA. Finally, the implementation framework of the EU Drugs Strategy will set up concrete actions to also facilitate its evaluation.

Mr Philippe Roux, representative of the European Commission, stressed the relevance of prevention and demand reduction and informed of the unprecedented investments made by the Commission in health determinants and drugs in several joint actions with the Member States focusing on prevention. The EUDA has an increasing role in early detection, preparedness, treatment and harm reduction. Mr Roux underlined the importance of the Council and the European Parliament for the financing of drugs-related health services in the Member States, as it goes beyond the limited EU competences.

PART IX: *Items for decision and information*

10. EU and international partnerships

10.1. Update on the implementation of the EUDA International Cooperation Framework EUDA/38/25

The **Executive Director** summarised some highlights of the EUDA's recent international cooperation activities through bilateral Working Arrangements (WA), cooperation with international organisations and technical assistance projects.



10.2. Working Arrangement between the EUDA and Moldova

EUDA/39/25

The **Executive Director** informed that the negotiations for a WA with Moldova, led in close consultation with the European Commission, are nearly finalised. After the prior approval of the European Commission the Management Board may adopt the WA by written procedure or at its meeting in June 2026.

10.3. Working Arrangement between the EUDA and the United Kingdom

EUDA/40/25

The **Executive Director** informed that the negotiations for a WA with the United Kingdom, led in close consultation with the European Commission, are nearly finalised. After the prior approval of the European Commission the Management Board may adopt the WA at its meeting in June 2026.

10.4. Working Arrangement between the EUDA and the UNODC

EUDA/41/25

The **Executive Director** reminded that the EUDA Regulation gives the agency new roles and responsibilities especially in areas such as supporting Member States in reporting the relevant information and providing the required analysis to the United Nations system. The EUDA and the UNODC therefore agreed to discuss the options for establishing a new WA between both organisations. It is expected that an agreement on the draft text of a WA and corresponding working programme can be reached soon, in consultation with the EC. At least two months are needed for the inter-service consultation before the adoption of the formal opinion of the EC on a WA. The final WA will hopefully be submitted to the Management Board for adoption by written procedure before its meeting in June 2026.

UNODC welcomed opportunities to collaborate with the EUDA in new areas of work whilst building on a collective work on health-related responses, new psychoactive substances and civil society engagement. The WA has been under negotiation since September 2024 and offers the possibility to review the reporting processes. UNODC will be pleased to provide updates on the implementation of this WA at the regular Management Board meetings.

10.5. Data sharing and multi-sector collaboration between the EUDA and UNODC

UNODC reaffirmed the strong and long-lasting collaboration with the EUDA. The partnership based on the Memorandum of Understanding of 1998 advanced evidence-based responses to the drug problem, championed Early Warning Systems, shared data and built national and regional capacities. UNODC commended the EUDA's expanded mandate which includes critical work with forensic laboratories, reflecting the growing complexity of drug markets and the need for robust scientific and analytical capabilities. Despite the achievements reached, Member States acknowledge persistent challenges relating to a timely and comprehensive sharing of data between the UNODC and the EUDA and joint regular data collection exercises.

The overall mission of the EUDA is to strengthen EU preparedness on drugs, which is relevant to Europe and the world. Joint regular data collection exercises between EUDA and UNODC would directly contribute to the effectiveness of Early Warning Systems and the capacity and preparedness of countries to respond to emerging threats. UNODC calls on the EUDA Management Board and constituent countries to seize the opportunity of embracing new synergies by exploring mechanisms for timely and secure data sharing and joint data collection, fully consistent with EU rules, data protection requirements and confidentiality obligations. Mr Tetley stressed three possible opportunities for synergies. The UN General Assembly established in 1954 a UN Narcotics Laboratory recognising the importance of science in drug control. UNODC supports over the past 70 years over 500 national drug analysis laboratories in 124 countries and proposes strengthened collaboration with the EUDA in the forensic science sector. Secondly, the UNODC has been publishing for near to three decades the World Drug Report which builds on solid evidence drawn from scientific and official data. The EUDA is part of the Scientific Advisory Committee of the World Drug Report. Joint data collection would strengthen UNODC's and EUDA's analytical reports. Finally, key guidelines such as the UNODC-WHO international standards for drug use prevention adopted in 2018 will undergo revision in 2026. This will provide a good opportunity for both organisations to promote early prevention and prevention of drug use.



Mr Tetley called for political will to leverage the respective strengths of UNODC and the EUDA to deliver better outcomes for Europe and the world at large.

The **Executive Director** commented that the Agency discusses since 1998 the technical feasibility to collect some data on drugs on behalf of the UNODC. It has still to be legally clarified if the EUDA can report data on behalf of the EU Member States to the UNODC, and technical issues relating to the different reporting systems must be examined. Mr Goosdeel suggested a comprehensive analysis of these issues that could lead to a proposal for a stepwise approach for the implementation of the working programme for the Management Board meeting in June 2026. This proposal could include a draft timeline for piloting the sharing of a limited set of data, according to technical feasibility, and outline a mechanism to manage the joint consultation of data analysis before the publication of the UNODC World Drug Report.

Reporting to the Management Board on the implementation of the working programme could be envisaged after the adoption of the WA with the UNODC, according to the needs. The Executive Director recommended that while it is important to keep making progress, some aspects of cooperation with civil society will require careful reflection on expectation particularly financing where the EUDA has limited capacity.

NL strongly supported increased synergies between the EUDA and the UNODC for streamlining data reporting and expressed the readiness of the Dutch NFP to help speeding up the process. **IE** expressed its commitment to increased partnership and mentioned the existing data sharing around the Early Warning System as good example.

FI also supported data sharing around the Early Warning System to achieve common goals.

The **Executive Director** proposed to explore concretely how to move forward by a group of interested and available NFPs, who are also National Contact points for the UNODC, for a first pilot exercise for some of the overlapping data, in close cooperation with the European Commission.

10.6. EUDA Technical cooperation project with Peru (EUDA4PERU)

EUDA/42/25

The EUDA engaged with the Delegation of the EU to Peru on an EU action to support the fight against organised crime and illicit drugs trafficking in Peru (EUDA4Peru). This project aims at implementing the Working Arrangement signed in 2023 between the EUDA and DEVIDA. The overall objective is to support the strengthening of the capacities and capabilities of Peruvian actors in the design, implementation and monitoring of policies against drugs and organised crime based on scientific evidence. The envisaged duration of the project is 18–24 months (expected to start in March–April 2026) and the overall budget is EUR 500 000. The amount foreseen for the project will be added to the EUDA's budget for 2026 and 2027.

Decision: The Management Board approved the EUDA Technical cooperation project with Peru (EUDA4PERU).

10.7. Extension of the COPOLAD III project

EUDA/43/25

The **Executive Director** explained that the European Commission adopted in October 2025 an extension of the third phase of the Cooperation Programme between Latin America, and the Caribbean and the European Union on Drugs Policies (COPOLAD III) to reinforce the bi-regional partnership on security and justice, particularly in drug policy. This extension will provide an increase of EUR 8 million to the programme's budget and add 36 months to the duration of the Financing Decision.

The EUDA always supported the COPOLAD project, in principle through a direct cooperation with funding from the European Commission to the agency. The programme is led by FIIAPP, a public foundation in Spanish Cooperation, in consortium with the Italo-Latin American Association (IILA). Due to internal changes in the European Commission and at its request the agency accepted to become a subcontractor of FIIAPP in the last phase of the project, which is difficult in terms of legal and financial aspects. Following negotiations with the consortium, the EUDA Executive Director concluded that the EUDA cannot



commit to participating in the top-up phase of the project as a grant recipient until the next MFF. The EUDA will continue supporting the COPOLAD project and collaborating with the Latin American and Caribbean partners on an ad hoc basis without any contract.

10.8. EUDA Presidency of the network of EU Justice and Home Affairs Agencies - JHAA network in 2026 **EUDA/44/25**

No comments were made.

10.9. EUDA collaboration with Civil Society Organisations **EUDA/45/25**

No comments were made.

PART X: *Items for decision and information*

11. Performance and internal controls:

11.1. State of implementation of the recommendations issued by the Internal Audit Service (IAS) **EUDA/46/25**

No comments were made.

11.2. Assessment of the EUDA's Internal Control Framework **EUDA/47/25**

No comments were made.

11.3. Implementation of the EUDA Anti-Fraud Strategy: promotion of ethical standards **EUDA/48/25**

No comments were made.

12. Prevention and management of conflicts of interest

12.1. Periodic assessment of the implementation of the EUDA Policy for the prevention and management of conflicts of interest for Management Board members, substitutes and observers **EUDA/49/25**

The **Chair** stressed the importance of the implementation of the EUDA Policy for the prevention and management of conflicts of interest, which is essential for the good functioning of the Management Board, and which must be repeated annually as stipulated in the EUDA Regulation.

Decision: The Management Board took note of the outcome of the assessment carried out by the EUDA Executive Director that has revealed that for the moment there is no conflict of interest.

PART XI: *Any other business*

13. Any other business

13.1. State of play of the implementation of the EU Regulation on cyber security **EUDA/50/25**

Mr Jo De Cock, representative of the European Commission, noted with satisfaction the timely implementation of the key milestones of the Regulation (EU, Euratom) 2023/2841 of the EP and of the Council of 13 December 2023 laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union.



13.2. Final report on the Participatory Gender Audit at the EUDA by ITC-ILO

EUDA/51/25

The **Executive Director** thanked all the members of the EUDA Working Group on Gender Equality, Diversity and Inclusion (GEDI), the Heads of unit, the Head of the Human Resources sector and ITC-ILO for their work.

The **Chair** thanked the Executive Director and the EUDA staff for the preparation of the meeting, and the Board members for their contributions. All PowerPoint presentations are shared on the EUDA Connect platform but should not be used without quoting the EUDA. The Chair also expressed his thanks to the interpreters.

The next meeting will take place on 18–19 June 2026.

Franz Pietsch
Chair of the Management Board

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

4th meeting of the EUDA Management Board

Lisbon, 11-12 December 2025

LIST OF PARTICIPANTS

Belgium	Ms Nele VAN TOMME
	Ms An VERSCUREN
Bulgaria	Ms Tsveta RAYCHEVA
Czech Republic	Ms Katerina HORÁČKOVÁ
Denmark	Mr Lars PETERSEN
Germany	Mr Hendrik STREECK
	Ms Marina HORN
Estonia	Ms Kristiin MIKKO
Ireland	Mr Tadhg FALLON
	Mr Eamon KEENAN
Greece	Mr Athanasios THEOCHARIS
Spain	Ms Francisca SUREDA LLULL
	Ms Elena ÁLVAREZ MARTIN
France	Mr Nicolas PRISSE
Croatia	Mr Željko PETKOVIĆ
	Ms Sanja MIKULIĆ
Italy	Ms Elisabetta SIMEONI
Cyprus	Mr Christos MINA
	Ms Constantina ACHILLEOS
Latvia	Mr Dzintars MOZGIS
Lithuania	Ms Rita SKETERSKIENÉ
Hungary	Mr György SURJÁN
	Ms Ibolya CSÁKO
Malta	Mr Richard MUSCAT
	Ms Marilyn CLARK

The Netherlands	Mr Victor SANNES
Austria	Mr Franz PIETSCH
	Ms Alice SCHOGGER
Poland	Mr Artur MALCZEWSKI
Portugal	Mr João GOULÃO
	Ms Ana Sofia SANTOS
Romania	Mr Bogdan GHEORGHE
	Mr Andrej PETICĂ
Slovenia	Ms Vesna MARINKO
	Mr Jože HREN
Slovakia	Ms Terézia WEINEROVÁ
	Ms Sarka KOVACSOVÁ
Finland	Ms Elna KOTOVIRTA
Sweden	Ms Olivia WIGZELL
Norway	Mr Torbjørn BREKKE
Türkiye	Mr Murat SARIKAMIŞLI
EUROPEAN COMMISSION	Ms Floriana SIPALA (DG HOME)
	Mr Jo De Cock (DG HOME)
	Mr Philippe ROUX (DG SANTE)
EUROPEAN PARLIAMENT	Ms Meni MALLIORI
	Mr Jorge PENEDO
SCIENTIFIC COMMITTEE	Ms Marieke LIEM
REITOX	Ms Ioulia BAFI
UNODC	Mr Justice TETTEY
POMPIDOU GROUP OF THE COUNCIL OF EUROPE	Ms Ardita ABDIU
EUDA	Mr Alexis GOOSDEEL
	Mr Fabian PEREYRA
	Ms Monika BLUM
	Ms Susana MOTA

INCOMING EXECUTIVE DIRECTOR	Ms Lorraine NOLAN
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LIST OF DECISIONS AND CONCLUSIONS

1. Adoption of the agenda

The Management Board adopted the revised agenda of the meeting.

EUDA/22/25

6. The EUDA Reitox network

6.1. EUDA Reitox Alliance

The Management Board adopted the revised EUDA Reitox Alliance (document EUDA/31/25 final) with the change from 'mandatory tasks' to 'core tasks' and a reference to starting the discussion on complementary tasks in Spring each year. The Management Board also adopted the proposal from the Working Group of the Management Board on the Reitox co-financing (document EUDA/32/25 final).

EUDA/31/25

EUDA/32/25

7. Operational and financial programming

7.1. EUDA Draft budget for 2026

The Management Board adopted unanimously the EUDA budget for 2026.

EUDA/34/25

7.2. EUDA Draft Single Programming Document for 2026-28 and work programme for 2026

The Management Board adopted unanimously the EUDA Draft Single Programming Document for 2026-28 and work programme for 2026.

EUDA/35/25

7.3. EUDA Preliminary draft budget for 2027

The Management Board adopted the EUDA preliminary draft budget for 2027, with the abstention of the European Commission for institutional reasons.

EUDA/36/25

7.4. EUDA Preliminary draft Single Programming Document for 2027-29 and preliminary draft work programme for 2027

The Management Board adopted the EUDA preliminary draft Single Programming Document for 2027-29 and preliminary draft work programme for 2027, with the abstention of the European Commission for institutional reasons.

EUDA/37/25

10. EU and international partnerships

10.6. EUDA Technical cooperation project with Peru (EUDA4PERU)

The Management Board approved the EUDA Technical cooperation project with Peru (EUDA4PERU).

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12. Prevention and management of conflicts of interest

12.1. Periodic assessment of the implementation of the EUDA Policy for the prevention and management of conflicts of interest for Management Board members, alternates and observers

The Management Board took note of the outcome of the assessment carried out by the EUDA Executive Director that has revealed that for the moment there is no conflict of interest.

EUDA/49/25



LIST OF ACTION POINTS

Agenda item	Action to take	Responsible	Date
6.2.	Present result of the first round of assessments of all Reitox NFPs to Management Board	EUDA	June 2026
7.2.	Send consultation draft Single Programming Document (SPD) 2027-29 and draft work programme 2027 to EC, EUDA Scientific Committee and EP for consultation (section II - Multi-annual Programming of the SPD 2027–29), Council and Management Board members for information	EUDA	31 January 2026
7.2.	Preparation of an EUDA Strategy	EUDA	December 2026
10.2.	Finalise draft Working Arrangement with Moldova, in consultation with the EC	EUDA	2026
10.3.	Finalise draft Working Arrangement with the United Kingdom, in consultation with the EC	EUDA	2026
10.4.	Finalise draft Working Arrangement with UNODC, in consultation with the EC	EUDA	2026
12.1.	Fully implement the EUDA Policy on the prevention and management of conflicts of interest (all declarations of interest and summaries of professional activity of MB members, alternates and observers published on EUDA website): annual exercise	EUDA	July 2026

