



## European Union Agency for Cybersecurity (ENISA)

### Minutes of the ENISA Management Board meeting held on 16-17 June 2021 (remotely as a videoconference)

Member States' Representatives: Herbert LEITOLD (AT), Miguel DE BRUYCKER (BE), Krasimir SIMONSKI (BG) – day 2, Vasil GRANCHAROV (BG), Antonis ANTONIADES (CY), Jaroslav SMID (CZ), Horst SAMSEL (DE), Thomas Lund-SØRENSEN (DK) – day 2, Thomas WULFF (DK), Raul RIKK (EE), Elena de la CALLE (ES), Heidi KIVEKAS (FI), Jean-Baptiste DEMAISON (Chair, FR), Theofanis ANAGNOSTOPOULOS (GR), Krešimir SIPEK (HR), Kevin FOLEY (IE), Balazs BENCSIK (HU), Eva SPINA (IT), Sanita ZOGOTA (LV), Rytis RAINYS (LT), François THILL (LU), H.L. (Hans) de VRIES (NL), Matthew YEOMANS (MT), Krzysztof SILICKI (PL), Isabel BAPTISTA (PT), Dan CIMPEAN (RO), Rastislav JANOTA (SK), Marjan KAVČIČ (SI) - day 2, Britt-Marie JONSON (SE);

Representatives of the European Commission: Lorena BOIX ALONSO (DG CNECT), Miguel GONZÁLEZ-SANCHO (DG CNECT), Ken DUCATEL (DG DIGIT);

In attendance: Sigurdur Emil PALSSON (IS), Pettersen GUNN (NOR);

Observers: Bianca LINS (LI), Anders LINDELL (SE), Polyxeni MITSAKI (DG CNECT), Enrique GOMEZ (DG CNECT), Natalie WENKERS (DE), Alexandros GONIADIS (DG CNECT); Viktória IMRE (HU);

ENISA: Juhan LEPASSAAR (Executive Director), Demosthenes IKONOMOU (Head of Capacity Building Unit), Dimitra LIVERI (Team Leader for Awareness Raising and Education Team), Apostolos MALATRAS (Team Leader for Knowledge and Information Team); Andreas MITRAKAS (Head of Market, Certification and Standardisation Unit/Acting Head of Corporate Support Services Unit), Jo DE MUYNCK (Head of Operational Cooperation Unit), Evangelos OUZOUNIS (Head of Policy Development and Implementation Unit), Ingrida TAURINA (Head of Executive Director Office), Martin SPAET (Executive Director Support Team); Laura HEUVINCK (Executive Director Support Team), Vangelis STAVROPOULOS (Executive Director Support Team), Renata JANKOWSKA (MB Secretariat), Evangelia LANTZA (MB Secretariat), Alexandre HUGÉ (Accounting and Compliance Officer), Georgia PAPPA (appointed Head of Corporate Support Services Unit);

#### **DAY 1: 16 June 2021**

##### **Welcome**

The meeting was opened by an introduction of the Chair who reflected on the challenges related to the hybrid format: maintaining engagement and active information exchange.

He addresses a few administrative matters. The Management Board (MB) members were reminded about the obligation to provide Declarations of Interest and of Commitment to the MB Secretariat and indicating possible conflicting interest in case MB members and their authorities participate in ENISA tenders.

A tweet about the MB meeting will be published on the second day and the picture will be taken following a prior announcement, after the adoption of the agenda.

The MB was informed that the MB Secretariat has developed an improved version of the MB Portal, allowing EU sign as login. The portal will be kicked off after the MB meeting with an email announcement by the Secretariat.

The Chair provided an update from the Executive Board (EB) meeting held on 27-28 May 2021. At the meeting, the EB prepared three MB decisions, due for adoption under item A of the MB agenda, discussed progress on the setting up the ENISA Brussels Local Office, received an update on the ENISA budget 2021 implementation, and followed up on audits and update on cooperation with various EU institutions, agencies and stakeholders. The EB discussed also the reorganisation and relocation to the new headquarters, which will also be presented to the MB.

The Chair welcomed the new MB members and new alternates since the previous meeting and announced apologies and presence of observers.

Finally, he outlined the agenda, which was adopted as no changes, nor Any Other Business were requested by the members.

#### **ITEMS A (adopted by written procedure prior to the MB meeting)**

The Chair informed members that the three draft MB Decisions, previously endorsed by the EB, had been provided to the MB for adoption by written procedure, which closed on 15 June 2021:

- MB Decision on opinion on final accounts
- MB Decision on EU classified information (EUCI)
- MB Decision on cooperation with ETSI

The adoption of the above decisions was announced since no objections were received.

#### **ITEMS B (to be adopted by written procedure after the MB meeting)**

##### **1.1 Draft MB Decision on assessment of the Annual Activity Report 2020 (AAR2020)**

The Chair reminded members that the AAR is an important document in terms of public accountability as it indicates the main activities during the year and is aimed to assure that ENISA has reached its aims set out for the year 2020. The draft Report was received by the MB on 26 May 2021.

On basis of the draft, an assessment is being prepared by the Executive Board in a form of an MB Decision. Once the draft decision is finalised by the EB, a written procedure will be launched for adoption by the MB. The statutory deadline for the MB Decision adoption is 1<sup>st</sup> July 2021.

##### **1.2 Draft MB Decision on Brussels Office**

The Chair informed members that the Commission has indicated that it will give its prior consent to the establishment of the Brussels office on 23 June. The Commission confirmed that the matter is subject to written procedure and the results are expected around that date.

After confirmation of the consent from the Commission, ENISA will proceed with adoption of the Decision per written procedure by the MB.

## **ITEM 1**

### **ENISA Strategy implementation – AAR 2020 and SPD 2021**

The Chair informed members that ENISA Head of Units and Team Leaders were invited to the meeting to present an overview of the 2020 deliverables and a 2021 outlook.

#### **Activity presentation by Heads of Units and Team Leaders**

The Executive Director (ED) explained that following the setup of the Agency's Strategy last year, it is intended to provide to the MB members an overview of how the objectives set by the MB are delivered on regular basis. The Heads of Units and Team Leaders presented activities and deliverables for 2020 and linked these to the Strategic Objectives set by the MB, as well as outlined the outlook for 2021.

The ED pointed out that ENISA is engaging in many areas to develop capabilities covered by the AAR and next year it is planned to improve the link between KPIs and the Strategic Objectives.

The Commission expressed appreciation for the achieved results and for the excellent cooperation in many important areas related to policy development and good coordination of operational activities, also in terms of inter institutional coordination.

The Chair welcomed the initiative of presenting an overview of practical implementation of the Work Programme on a yearly basis, as it helps to confirm that the Agency follows the right orientation. He suggested to improve the presentation in the future by presenting key achievements and changes that were managed or are in process of being generating.

#### **Overview of WP and update on scoping validation**

ENISA presented the steps of the scoping evaluation exercise and the status of the Work Programme 2021 implementation. The next step is the finalisation of the SPD2021, which includes validation of the outcomes with the stakeholders. The achievements of the WP21, along with the dissemination activities will be reported to the MB. Finally, the outcome of the scope validations exercise was outlined. The ED underlined the importance of the MSs' expertise and expressed appreciation for the active contribution of the stakeholders from both private and public sectors, which helps ENISA to fulfil its mandate.

The Chair complemented the approach and the concept of involving MSs' expertise and welcomed further development in this respect.

#### **Budget implementation 2021**

The ED invited Mr Alex Hüge, the ENISA Accounting and Compliance Officer, to provide the status update on the Budget 2021 implementation.

The budget 2021 state of play as of 1 May 2021 was presented to the Board, outlining the budget execution overview and the analysis of surplus or deficit for certain Titles. The total foreseen deficit

of about 85k was reported which is being addressed by the Agency, while the total allocated budget is 22.8 million. ENISA indicated the main challenges related to the budget implementation, which include a forecast of the staff expenditure, an estimation of the cost for the new building in Athens and the establishment of the Brussels office, as well as uncertainties regarding the cost for missions and meetings due to pandemic situation.

He concluded, that ENISA's new strategy and the new organisation have enabled the Agency to increase the amounts available for operational activities and that overall, the Agency is very confident that the minimum target of 95% for C1 and C8 execution rate will be reached at the end of the year.

A significant achievement was reported in terms of financial management as a result of the new policy implemented as of 1 January 2021. This resulted in a revision of the financial circuit, the setting up of financial principles and the establishment of a new methodology (introduction of financial KPIs), as well as a review and regularisation of the financial delegation rights.

The Chair congratulated ENISA for its achievement and good budget results. ENISA stressed that the positive achievements result from a focus on financial planning and execution, as well as the collective effort of the staff.

In continuation, the MB members received a status update on audits.

It was reported that in the European Court of Auditors (ECA) audit on 2020 annual accounts, one preliminary finding had been issued, which concerns financial delegation rights. ENISA acknowledges the finding (some financial transactions were authorised without proper financial delegation rights) and immediately initiated respective corrective actions (the financial circuit was fully revised and all financial delegation rights have been reviewed and regularized). The MB was assured that all financial transactions were carried out in the interest and for the benefit of the Agency.

Following the results of the 2020 annual audits performed by the ECA the ED reported a reservation in the AAR2020 regarding demonstrated weaknesses in the internal control and compliance framework. He also explained how the breach of trust in respect to financial delegation rights had been addressed: i.e. through a revision of the financial circuit and through the creation of an independent body "Budget Management Committee" reporting directly to the ED.

The MB was informed that the ECA launched an audit on "Cybersecurity of the EU institutions, bodies and agencies", where ENISA plays a key role and the final report will be available in spring 2022.

Additionally, the update on the IAS audits was presented. The audit on stakeholders' involvement was closed, following the implementation of the related action plan, which reflected all the recommendations.

## **ITEM 2**

### **Administrative matters**

#### **Reorganisation update**

The ED presented an overview of the work done and the projected next steps needed to achieve the aims of the new organisation of ENISA.

The structure and the composition of the new Management Team (MT) was outlined. It was pointed out that the MT balance has been shifted toward the operational mandate of the Agency and that an

improvement in the proportion of female representation was noted. The assignment of the MT was achieved by a combination of internal transfers and open competitions.

An insight was provided on ENISA's capacity to deliver the tasks assigned to it under the CSA, both in terms of human capabilities and skills and unit capacity. The ED explained how the Agency addressed the issue concerning the obligation to ensure a proper balance of staff assignment between corporate and operational units.

The results of the recruitment exercise 2020-2021 in terms of nationality and gender composition were presented. The exercise proved ENISA's ability to attract talents, despite existing pandemic obstacles. ENISA will continue its effort to become an even more attractive and competitive employer.

It was confirmed that by 1 January 2022 the Agency is foreseen to reach its minimum organisation capacity to deliver its mandate within the structures set by the MB during the reorganisation. The Agency is preparing to launch an exercise of the annual workforce review in July 2021, which will enable to adjust the staff capabilities in line with the SPD. An integral part of the approach is the proposed inclusion of SNE posts to reflect the Agency needs and help to perform the tasks in more capable manner.

An update on the horizontal capabilities within the Agency was presented, which is fulfilled by part time assignment to the teams. The outcome of the present state indicates the following problems: the current framework managing performance does not give sufficient incentives for the staff members to contribute to horizontal tasks and team leaders' role is not well pronounced in advancing carrier. In order to address these issues ENISA takes actions to improve the motivation.

It was explained that the skills and competences framework set last year, established some important factors, however the appraisal and reclassification framework does not fully support the centrality of the competences principle established by the MB. In this regards the KPIs for managers were introduced and a new competence map has been prepared for implementation.

Finally, the ED highlighted the issues related to working rules, mainly flexibility in terms of teleworking regime (introducing telework outside the place of assignment).

In order to address all the above concerns, the MB was asked to endorse an upcoming review of the following MB decisions:

- Teleworking and working time (2021)
- Appraisal of TA and CA (2021)
- Reclassification of TA and CA (2021)
- Recruitment and engagement of TA and CA (2022)
- Middle management staff (2022)

The Chair pointed out that horizontal ways of working represent an innovative approach. Even if it creates challenges as cooperation of teams requires good coordination, he invited the MB to support this approach.

Following a comment from the Commission about the foreseen review of its teleworking framework, the ED explained that even if the Commission's guidance provides a valuable source, it does not reflect a small organisation's perspective. Therefore, ENISA plans to put forward the views of the Agency reflecting its organisational needs and its status.

The Chair welcomed the initiative of changing the teleworking rules and the effort to find a way for an efficient implementation and invited the MB to support ENISA in this matter.

## **Relocation update**

The ED invited Mr Paulo Empadinhas, who is coordinating the implementation of the project, to present the status of the relocation to the new headquarters. The great potential of the building and good cooperation with the Hellenic Authorities were highlighted.

The MB members were updated on the suppliers' management, some delays and the large demand in coordination. The completion of the internal assessment needs was reported and the status of the ENISA office concept was discussed within the relocation Task Force and consulted with the managers and the Staff Committee. The estimated timetable and business continuity plan was presented and no major issues were reported. The corporate visual identity will be reflected in the design and the building is intended to be environmentally sustainable with an aim to provide healthy and comfortable environment.

Following a question on measures to be taken to handle secure/secret information in the building, the MB was assured that ENISA takes all necessary steps and follows procedures to make sure that the building meets the requirement to be compatible with the rules for handling EU Classified Information (EUCI) up to the level of SECRET UE/EU SECRET. Following the implementation of all the recommendations issued by the respective services, the building will be certificated accordingly.

The ED explained also the concept of blue space (flexible allocation, project/team space), which is aimed to promote collaboration, build synergies and is compatible with the move toward a more structured teleworking environment.

## **ITEM 3**

### **Update by the European Commission**

The European Commission presented an update on cybersecurity work in some current EU Initiatives: status of European Cybersecurity Competence Centre (ECCC) & Network, the forthcoming Security Strategy, NIS2, 5G and Certification, SOCs and EU programmes: Horizon Europe and DEP.

The ED congratulated the Commission for the achievements, thanked the colleagues from DG CNECT for the good cooperation and reassured members about ENISA's willingness to contribute to the new tasks in good spirit. He reminded members that the regulation establishing the Competence Centre foresees some synergies with ENISA and underlined the importance of clear indication of this approach in the ECCC Rules of Procedure. In this view, he invited MB members to reach out to the relevant representatives and explain the grounds and importance of such synergies.

DG Digit continued with an update on the proposed common binding rules on information security and cybersecurity. The ED recognised the necessity of such rules for European institutions allowing the setting of a structured basis and reminded members about ENISA's obligation to set and maintain structured cooperation with CERT EU.

## **DAY 2: 17 June 2021**

## **ITEM 4**

### **Draft Single Programming Document 2022-2024**

The ED explained that following the previous year's intense revision of the Work Programme and the implementation of the agreed amendments, the Single Programming Document (SPD) 2022 and

beyond does not require many evolutions. It is planned to polish the way that outputs and activities are defined as well as to address eventual challenges and develop the horizontal areas.

The main changes in the SPD 2022-24 were outlined and an update on the status of preparation was presented. The SPD 2022 is currently under the internal consultation process. The expected opinion from the European Commission will be addressed as soon as available and the consolidated comments will be shared with the MB members. The final draft document will be provided to the MB for adoption by 31 November 2021.

It was reminded, that the proposal for six additional SNEs for the SPD2022 is pending. These posts are foreseen to support closer collaboration with the Member States, knowledge management (index) and operational cooperation.

In continuation the update on the SPD2023 process and next steps were presented.

The Commission confirmed that it aims to provide its opinion on the SPD22-24 by mid-July.

## **ITEM 5**

### **Stakeholder strategy**

The ED introduced the goal of ENISA's Stakeholder Strategy, which is a cross-agency effort to identify and map the stakeholders with whom ENISA engages, but also with whom ENISA should engage under its strategic objectives. It was explained how ENISA intends to engage stakeholders and specifically engage the MB to address diversity aspects. The "women for cyber" initiative brought forward the importance of diversity review and including gender balance quotas. The proposal for setting the target of 40% gender balance by 2024 was explained and the members discussed the MB role in this process. The ED proposed a separate seminar, back to back to the MB meeting to discuss the best way to tackle the issue of gender balance in cybersecurity. The initiative was welcomed by the Chair.

In continuation, the status of the Stakeholder Strategy development was presented which was initiated by internal consultation followed by contributions from the MB. It was underlined that engaging stakeholders is a gradual process and it is intended to develop a tangible tool and improve guidance for the stakeholders' engagement and implementation of the principles. The activities under each strategic objective of the ENISA Strategy will be linked with the Stakeholder Strategy, and based on the needs of each category.

## **ITEM 6 International Strategy – MB meeting 17 June 2021**

The Chair reminded that prior to the meeting, ENISA had provided a working paper to the MB, specifically drafted to enable a discussion around ENISA's International Strategy.

Following recent bilateral dialogues with some MB members and consultation with the EB it was decided to consider focusing the discussion with the MB members on establishing the international dimension and action areas per strategic objective.

The ED reminded that addressing the international strategy is one of the CSA requirements and one of the ENISA Strategic Objectives. It was underlined that the Strategy should be aligned with the CSA and approved by the MB, remaining realistic and aligned with the SPD.

Mr Jo de Muynck, who is leading the International Cooperation Task Force, was invited to introduce the concept of designing the International Strategy and its outreach. He underlined the importance of awareness of the international context and possibility to cooperate with partners if it brings added value to ENISA activities and overall mission.

The MB members participated in the 30-minutes breakout sessions, randomly divided in groups per Strategic Objective. Under the lead of assigned ENISA representatives (Heads of Units and Team Leaders) they reflected on the proposed approaches (limited, assisting, outreach) per each Strategic Objective and on priorities on what could be done internationally to support ENISA to fulfil its mission in Europe.

The respective rapporteurs presented the summaries of the breakout sessions and the main outcomes and challenges were discussed in the plenary session that followed. The outcome was consolidated in slides and uploaded on the MB Portal. It was agreed, that all the ENISA international activities should be aligned with the goals and objectives of the Agency and it is crucial that the proposals are of benefit for Europe. The need for international outreach was recognised by the members and important as a long-term goal and trademark for ENISA.

The ED underlined the importance of ENISA's proactive international engagement in order to build networks and gain knowledge with an aim to develop an efficient cybersecurity framework in Europe. That requires an operational strategy and a proper consultation mechanism with the MSs. He invited the MB members to provide their views in writing about flexibility regarding ENISA's operational engagement and specify expected/required level of consultation in regards to international interactions.

### **Closure of the meeting**

The Chair thanked the MB members for their contribution and ENISA for preparing the meeting.

For the Management Board

Mr Jean Baptiste Demaison  
Chairperson of the Management Board



## DAY 1 - 16 JUNE, 2021 15.00 – 17.00 BRUSSELS TIME

TIME	ITEM	SUPPORTING DOCUMENTS
15.00 -15.15	<p><b>Welcome</b> Introduction by the Chair (Information points on proceedings of the MB and on the Executive Board)</p> <p>Introduction by the ENISA Executive Director</p>	
15.15 -15:30	<p><b>Items A (adopted by written procedure prior to the MBmeeting):</b> 1.1. Draft MB Decision on opinion on final accounts 1.2. Draft MB Decision on EU classified information 1.3 Draft MB Decision on cooperation with ETSI</p> <p><b>Items B (to be adopted by written procedure after the MBMeeting):</b> 1.1. Draft MB Decision on assessment of the Annual Activity Report 2020 (AAR2020) 1.2. Draft MB Decision on Brussels Office – TBC</p>	
15.30 -16:20	<p><b>Item1</b> For information <b>ENISA Strategy implementation –AAR 2020 and SPD 2021</b> - Activity presentations by Heads of Units and Team Leaders - Overview of WP and update on scoping validation - Budget implementation 2021</p> <p>Presentation by ENISA Q&amp;A</p>	Slides and oral update
(at the request)	Coffee break	
16:20 – 16:40	<p><b>Item2</b> For information <b>Administrative matters</b> - Reorganisation update - Relocation update</p> <p>Presentation by ENISA Exchange of views</p>	Slides and oral update
16:40 – 17:00	<p><b>Item 3</b> For information <b>Update by the European Commission</b></p>	

## DAY 2 - 17 JUNE, 2021 10.00 – 13.30 BRUSSELS TIME

TIME	ITEM	SUPPORTING DOCUMENTS
10.00 -10.05	Welcome	
10:05-10:30	<b>Item 4</b> Launch of consultation with MB <b>Draft Single Programming Document 2022- 2024</b> - Outcome of Ex-post and Ex-ante exercise  Presentation by ENISA Exchange of view s	Ex post evaluation report Ex ante evaluation report Slides and oral update
(at the request)	Coffee break	
10:30 – 11:00	<b>Item 5</b> For information <b>ENISA Stakeholders strategy: diversity aspects</b>  Presentation by ENISA Exchange of view s	Slides
11:00 – 13:00	<b>Item 6</b> For discussion and possible actions <b>ENISA International Strategy</b> Break out sessions  Presentation by ENISA Exchange of view s	Slides and discussion in break out sessions
(at the request)	Coffee break	
13:00 – 13:30	<b>AOB</b>	
<b>End of day 2</b>		