WORK PROGRAMME OF THE NETWORK OF EU AGENCIES (EUAN) 2017-2018

Contents

1. INTRODUCTION

On 23 October 2015, the Heads of EU Agencies adopted the Strategy Agenda for the Network of EU Agencies[1]. The document, while confirming the Network's mission statement and overall objectives as specified in the ToR, identified four main priorities that shall guide Network operations over the period 2016-2019: (1) sharing services and capabilities; (2) mutual value creation with EU Institutions; (3) outward communication; (4) internal governance of the Network.

Steering Committees and Task Forces were then created in order to chart a strategy implementation plan including actions and initiatives. The results of this work inspired EUIPO's preparation of the Coordination's work programme for 2016-2017, as well as the development of work programmes by the Sub-networks.

This programming framework guided the Network's operations at various levels over the past twelve month, under the coordination of EUIPO and supported by the Troika[2].

The present programme for 2017-2018, prepared by EFSA, seeks **continuity** with actions previously launched by EUROFOUND and EUIPO, and is in line with the Strategy Agenda: actions and deliverables are identified within, and categorised by, the four strategic priorities. In addition, a fifth category has been identified, which includes activities that can be considered as "business as usual", comprising recurrent processes (e.g. budget and discharge), actions to promote compliance (e.g. Financial and Staff Regulations Implementing Rules), as well as exchanges of experience and best practice among Network members in several areas.

This **integrated programme for the Network** includes all actions and deliverables planned by the Network and specifies who is responsible for their delivery (Coordination, Permanent Secretariat, Sub-networks, Working Groups, etc.). With regard to Sub-networks, the document includes a summary of the main actions (see Annex I), while detailed work plans are left for development and adoption at the Sub-network level.

Besides a detailed outline of activities and deliverables for 2017-2018, the programme also provides a more generic **multi-annual perspective** framed within the Strategy Agenda.

To carry out the activities set out below, a number of **meetings** have been planned, as well as other means for interaction and information exchange, most notably **surveys**. Details and timelines of these can be found in Annexes II and III.

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[1] Strategy Agenda for the Network.
[2] EUIPO (chair), EUROFOUND (outgoing chair), EFSA (incoming chair).

2. SHARED SERVICES AND CAPABILITIES

Shared Services and Capabilities remain at the core of the 2017-2018 work programme of the Network.

The Coordination, supported by the Permanent Secretariat and the PDN, will ensure the proper management and further development of the **Service Catalogue** as provided by the Strategy Agenda, and further specified by the relevant Steering Committee and Task Force as Tier 1 and Tier 2 actions[3]. This will include, in particular, the continuation of the **communication campaign** targeting EU Agencies' staff.

In this context, the catalogue will be continuously reviewed and updated, and the PDN will develop an approach and first report by February 2018 on the **measurement of catalogue usage** and of gained benefits, e.g. efficiencies, savings, economies of scale and quality.

In 2017, the Network shall focus more specifically on Tier 3 actions[7], as well as other initiatives to share services among Agencies (including joint procurement). Building on the achievements reached so far, new actions will be initiated in the areas of Human Resources, financial services & procurement, and Information Technology. The most important ones are outlined below:

i. Expanded cooperation on HR matters

   The Coordination will carry out an analysis of the current structures under which cooperation between Network members and with the EC takes place (Specialised Committees, Working Groups, meetings with DG HR, COFO, competency working group, etc.). It will seek to **streamline** existing modalities and explore new ones for **sharing capabilities as regards HR management approaches** (e.g. recruitment, competency management, workforce planning, performance evaluation, career development, talent development, and learning). The Coordination will present a **business case**, including the outcome of the above analysis, at the July meeting.

ii. Inter-Agency recruitment and mobility

   Cooperation in **recruitment** (including the launch of common calls and the establishment of joint reserve lists, also in cooperation with EPSO) will bring obvious benefits across Network members, by disseminating good practices, sharing burdens and optimising processes. The Coordination will elaborate, by July 2017, a proposal for the establishment of an **inter-Agency job-advertisement board** (within the Network and/or in cooperation with EPSO), which shall be submitted to Heads of Agencies for consideration. The Extranet landing page will be used to **promote published vacancy notifications**.

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[3] Tier 1: raising awareness of available services (catalogue); Tier 2: dissemination of knowledge and experience gained from existing services; Tier 3: pro-active sharing of services among Agencies and/or with other EU Institutions.

Regarding **mobility** among Network members, the Coordination, supported by the Permanent Secretariat, will set up a **structured monitoring effort** and related evaluation tools in view of the implementation of the new TA2(f) rules by July 2017. The IALN Sub-network will also continue to provide **legal input** on any matters related to the implementation of TA2(f) rules (including the on-going Court proceedings), as well as on the work of both the CPQS ad-hoc WG on the continuation of pension rights, and the Standing Working Party on Staff Regulation Implementing Rules.

iii.   Common ICT/digital services

In 2016, the signature of the Cloud Broker Framework contract has revealed the potential for shared services in the digital area: common services may be developed jointly from their inception, rather than created by one Agency and then offered to the rest, and give rise to substantial gains.

In 2017, ICTAC will promote the increased adoption of common Digital Shared Services and, by February 2018, deliver a **cloud migration strategy** (in cooperation with DIGIT). This will include, for example, the development of new solutions for shared **disaster recovery services**, following the pilot project between EUIPO and EFCA and the preparatory discussions held in 2016.

ICTAC will also work on the **digitalisation of Network members' workplace** environment to foster collaboration, in line with the technological evolution and in coordination with DIGIT's strategic priority 2 (*Create the Digital Workplace of the Future*). In 2017, a survey will be carried out, collecting Network members' needs and aspirations, to inform the preparation of a roadmap to be drafted by ICTAC for the years to come.

Finally, ICTAC will initiate reflections on how to support Network members, so as to be ready for upcoming challenges posed by the adoption of **emerging technologies** (e.g. Big Data), and be able to benefit from opportunities offered by the digital/data revolution.

iv.   Common procurement plan and formalisation of NAPO as an official Sub-network

NAPO will work on the establishment of a common multi-annual and **multi-agency procurement plan**, and will migrate the plan to a new IT tool developed by EUIPO, to be completed by February 2018.

In 2017 it will, together with volunteering Network members, seek to launch a number of **joint calls** in areas such as audit, logistics, ad-hoc legal services, etc.

The joint procurement plan and NAPO's role in its development will be presented to the Network in March. The Coordination intends to support NAPO in its effort to coordinate these actions by proposing that NAPO is established as an **official Sub-network**. By July 2017, a proposal with new

ToR to that effect will be submitted to the Heads of Agencies, which will clarify, among others, the modalities for involving other Institutions.

v. House of Agencies

The Coordination will start **working on a concept** for the establishment of a common *House of Agencies* in Brussels, hosting Network members' BLOs, as a way to share services and facilities and to enhance coordination. Options will be presented at the February 2018 meeting.

vi. Network members' access to SYSPER and MIPS

EUROFOUND, with the support of the Coordination and the Permanent Secretariat, has volunteered to coordinate Network members' work in the **pre-project phase**, including the preparatory and technical work for introducing the Sysper2 tool across Network members, aimed for completion by the end of 2017. The Coordination will also seek to **include MIPS** in the process of obtaining access to SYSPER (timeline to be defined).

In a **multi-annual perspective**, the above activities will be brought forward in view of, among others, the establishment of common calls/reserve lists, the roll-out of SYSPER, a full-functioning NAPO Sub-network, and the adoption of emerging digital approaches linked to disaster recovery, working environment, and big data, etc.

3. MUTUAL VALUE CREATION WITH EU INSTITUTIONS

Mutual value creation with EU Institutions is a challenging objective considering the diversity of Network members' mandates, structures and operational models. Its mandate being completed, the Mutual Value Creation Task Force is to be disbanded at the Heads of Agencies meeting on 1 March 2017. The Coordination will continue to implement the actions identified by the Task Force and agreed by the Heads of Agencies.

In 2016, the Network accomplished important work in this area, including the study on mapping Network members around EU key policy areas, which was presented at the EU Agencies Forum in December.

In parallel with the work of the Task Force, the Network also intensified its interactions with EU budgetary authorities and, in the IIWG2 context, submitted new approaches to Performance and Resource Management.

Building on these achievements, the work programme for the coming period shall focus on the following key actions:

i.   Further development of the EU Decentralised Agencies Performance Framework

The PDN will devote a major part of its programme to furthering the work performed so far. In particular, the PDN will work on a **maturity model** for implementing performance/results based orientations among Network members, to be completed by February 2018. This includes, in particular, an update of the catalogue of KPIs/methodologies to plan and report on key performance/result areas, as well as a proposal for revising the SPD templates and/or guidelines.

EFRAN will also continue working in this area, with the aim to complete the **framework for fee-receiving Network members** based on considerations of workload/efficiency, and with a specific model for each EFRAN Agency[4]. Subsequently, the framework and specific models will be presented to the EC with a view to introducing alternatives to the existing efficiency approach based on staff reductions.

While performing this work, EFRAN and PDN will also take into account input from high-level dialogue that the Coordination/Troika will hold in the **IIWG2** and the upcoming **new MFF** process, as well as during **Roadmap**-related discussions. In this context, EFRAN will continue to follow up on the work and activities related to the **EASA pilot case** and the topic of reserve funds.

The Coordination will rely on the work of EFRAN and PDN to start discussing with the EC on introducing more **flexibility in the use of the contract agents envelope** (i.e. on moving away from the rigid ceilings currently imposed).

ii.   Revision of the Framework Financial Regulation

A WG has been established, chaired by EFSA, to ensure that input provided by Agencies to the Framework Financial Regulation Review process is coordinated. The Working Group is consolidating the Network feedback received so far, and the Coordination will **convey the input to DG BUDG**, while ensuring full transparency and continuous interaction with the Network throughout the review process, to be completed by the end of 2017.

iii.   Thematic activities between groups of Network members supporting the EU agenda

In line with proposals from the Mutual Value Creation Task Force, the Network shall continue promoting the added value mutually delivered by Network members. For 2017, a **thematic approach will be followed**, promoting/supporting any initiatives that may be undertaken by groups

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[4] With the exception of EASA.

of Network members – aggregated according to the mapping exercise carried out in 2016[5] or any other relevant grouping, including existing ones like EU-ANSA, EFRAN and JHA Agencies Cluster – to jointly develop activities and to present/discuss them with EU Institutions in meetings and events[6]. The Coordination and the Permanent Secretariat will support, monitor and **record key achievements** of Network members per thematic grouping. This material will be included in a **repository of information and related key messages**, which can be used during high-level contacts with EU Institutions on horizontal issues (governance, resources, etc.), where the mutual added value of Network members may need to be promoted.

The Coordination will also focus on promoting thematic co-operations within the context of the Budget and Discharge procedures by way of **role reinforcement of the EP Sectoral Committees**[7] vis-à-vis the EP Budgetary Control Committee.

In a **multi-annual perspective**, the work of PDN and EFRAN on the EU Decentralised Agencies Performance Framework will become even more relevant, as these issues will support negotiations on Budget and the new MFF. It will be crucial for the Network to have solid data and methods to best advocate Network member's interests when discussing horizontal issues, such as efficiency or added value, with EU Budget Authorities. It will also help initiating changes to the overall approach of the EU Budgetary Authorities regarding the use of establishment plans. The Network's goal is to move away from the approach currently employed (ceilings), towards a more flexible and results-oriented system where Network members can manage the allocated resources (staffing included) within their respective budgets. The most immediate objective is to allow more accuracy and flexibility in the use of existing resources (contract agents included) in achieving the objectives of their respective strategies or work programmes. In a longer perspective, this should be expanded to cover all personnel categories.

4. OUTWARD COMMUNICATION

The Network has sought to increase the visibility of the EU Agencies and to communicate their added value, specifically **towards the EU policy making Institutions**.

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[5] Citizen's Wellbeing; Freedom, Security and Justice; Financial Systems; Business and Innovation; Security and Defence.

[6] For example, EU-ANSA's work on early warnings/foresight studies and on Agencies' research needs; joint presentation to the EP's ENVI Committee on Agencies' work falling within its remit.

[7] The possibility of developing such an approach was also suggested by the EP Rapporteur for the discharge procedure 2015.

During 2016-2017, under the Chairmanship of EUIPO, key achievements have been made in terms of Outward Communication, a notable milestone being the EU Agencies Forum held at the European Parliament, with high-level attendance of institutional representatives and stakeholders.

Since its inception, the HCIN has championed the indisputable value of joint communications, especially when thematic solutions and actions have been achieved.

The body of work to be undertaken in 2017, under EFSA's Chairmanship of the Troika and led by the HCIN, will focus on the following initiatives:

i.   Reputation and added value

The HCIN will create a **repository of key messages**/reactive statements on issues of relevance for all Network members and, in doing so, update and refine the Message House. An infographic explaining the role and added value of Network members will be developed and jointly shared by the Network. The plan is to regularly update the **landing page of the Extranet** and create a dedicated section there for media monitoring. On **Europe Day**, there will again be a targeted campaign to boost Network members' image and visibility.

ii.   Thematic communication

The road towards a themed approach to the Network's communication, with the aim of promoting joint activities achieved by groups of Agencies that address societal issues, has been paved by forming five aggregations of Network members: Citizen's Wellbeing; Freedom, Security and Justice; Financial Systems; Business and Innovation; and Security and Defence. The HCIN will bring this **theme-oriented strategy** to fruition by way of supporting the development of communication plans that include message development, ideas for possible joint campaigns and **crisis simulation** exercises.

In a **multi-annual perspective**, actions in this area will continue and expand along the above lines.

5.   INTERNAL GOVERNANCE

The Network is currently reviewing its internal governance with a view to developing the model further and improving its functioning.

The new ToR of the Network and SLA of the Permanent Secretariat, including a Business Case for its expansion, is to be adopted by the Heads of Agencies during its meeting on 1 March 2017, after which they will be implemented by the new Coordination in close consultation with the Troika. The main focus will be on:

i.   Permanent Secretariat

According to the concept endorsed by the Heads of Agencies at their 1 March 2017 meeting, the role of the Permanent Secretariat will be **extended** to include various new tasks and more responsibilities within its remit. The office shall be in charge of more administrative tasks, but also more analytical work and enhanced liaison with EU Institutions at technical level. The Coordination will submit a proposal to the Network by July 2017 for implementing the new concept, including a plan for hiring new staff (e.g. via secondment), the identification of suitable logistical arrangements, and a cost repartition mechanism.

ii.   Extranet

The extended Permanent Secretariat will be responsible for the administration of the Extranet as specified by the new ToR (including landing page management, publication of vacancy notices and other information and communication material), based on input from the Coordination and HCIN. EUIPO offered to continue ensuring hosting, web publishing and technical maintenance functions.

iii.   Other ToR implementation actions

The Coordination, supported by the Permanent Secretariat, will ensure a **smooth implementation** of all changes introduced by the new ToR, including the administration of the Extranet and its landing page (see above), new modalities concerning the coordination, the frequency and format of meetings, as well as the programming and reporting of Network and Sub-network activities.

In a **multi-annual perspective**, further to re-evaluating the adequacy of the ToR and the SLA, more ambitious actions will be examined to enhance the collective presence of Network members in Brussels. Brussels Liaison Officers (BLOs) should intensify interactions, and coordinate approaches whenever this can benefit other Network members.

6.   OPERATIONAL ACTIVITIES AND RECURRENT ISSUES

In addition to actions under the four strategic objectives of the Strategy Agenda, the Network will continue its support to Network members, helping them to deal with recurrent issues and comply with regulatory requirements, while promoting the continuous sharing of knowledge and best practices. For the purpose of this planning exercise, these activities are considered as "Business As Usual" (BAU).

i.   Supporting compliance

With regard to supporting compliance, the main focus will be on: organising and conveying Network members' input to the EU **Budget and Discharge procedures**; interacting with the EC (DG HR, DG BUDG,

SEC GEN, DIGIT, EPSO, PMO), inter-institutional bodies (CCA, SRC, PIF, etc.) and Working Parties on **HR matters**, in particular Staff Regulation Implementing Rules and the management of Service Level Agreements; as well as interacting with ECA on **audit** matters, and with OLAF on **anti-fraud** issues.

ii.   Exchange of best practices and knowledge sharing

The sharing of knowledge and best practice is particularly appreciated by Network members and will continue to be at the core of the work-programmes for 2017-2018 of all Sub-networks:

- **HCIN** - roles and tasks of web-managers, press officers, ICCP and editors, as well as the use of Social Media
- **PDN** - methodologies and governance (strategy, portfolio of projects and processes, budgeting), management systems (ICS, quality management, process management, sustainability and other certifications), and building blocks of assurance (risk management, auditing, quality, accounts, etc.)
- **IAAN** - accounting issues (recoveries, dunning, new buildings)
- **IALN** - AIPN, language requirements in recruitment
- **ICTAC** - IT governance and IT security
- **EU ANSA** - overview of scientific activities, open data, peer-review practices and uncertainty

ANNEX I –Network and Sub-network actions[8]

	ACTIVITIES	DELIVERABLES	LEADER(S)	Strategy Agenda objective/ BAU
HR	**Network members' access to SYSPER and MIPS** Implementation of the pre-project phase (alignment of GIPs, agreement of requirements among Network members, mapping of person ID, Creation of key reference data, agreement on technical architecture)	- Completion of the pre-project programme of Network members to use Sysper2 (set up governance structure, Roll out of the preparatory technical work. - Completion of complexity analysis (gap analysis carried out by DG HR and the Institution). - Completion of risks analysis. Plan of project phase. - Extend discussion to cover MIPS	EUROFOUND	SSC
	Enhance cooperation in recruitment and mobility Promotion of inter-Agencies mobility and creation of joint calls and reserve lists	- Create an interagency job advertisement board (with the involvement of EPSO) - monitoring and evaluation report of the implementation of the new TA2f rules - Start exchange of best practices in recruitment - Above initiatives to be discussed in a joint event in July	Coordination	SSC
	Expanded cooperation on HR matters	Carry out analysis and present business case at July 2017 meeting	Coordination Perm. Sec.	SSC
	Continued engagement in COFO and Competency Framework WG	Enhance the actions of COFO and Competency WG and integrate them in the new HR Sub-network	Coordination	SSC
	Provide regular input into discussions with EU Institutions and inter-institutional bodies on Staff Regulation Implementing Rules	Attendance to meetings, coordination and conveying of Network members' positions	Coordination EUAN repr.	BAU
FIN	**Budget procedure**	Coordination and conveying of Network members input at the various staged in the process	Coordination Perm. Sec.	BAU
	Discharge procedure	Coordination and conveying of Network members input at the various staged in the process	Coordination Perm. Sec.	BAU
	Provide regular input into discussions with EU Institutions, inter-institutional bodies and working parties on finance matters and on the review of the Framework Financial Regulation	Coordination and conveying of Network members input at the various staged in the process	Coordination Perm. Sec.	BAU
IAAN	**Analysis of current and future use of Yammer as communication tool for the IAAN sub-network**	Survey and report. Decision on platform exchange, activity to be finalized in October 2017	ETF	BAU

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[8] All Sub-networks and WG may have ad-hoc tasks assigned to them by the Heads of Agencies that result from the follow-up of the Common Approach Roadmap, the outcome of the IWG2 or the revision of the FR/FFR, etc.

	Analysis (through survey) and presentation on information exchange and sharing experiences and best practices (to be finalized October 2017) on: a) Type of recoveries b) Dunning c) New building accounting issues	Presentation on information exchange and sharing experiences and best practices - activity to be finalized October 2017	a) EUIPO, EMA, CPVO, ECHA, EASA b) Cleansky, EFSA c) EBA, EFSA, CEPOL, EUROJUST	BAU
	IAAN terms of reference review	Adoption of new IAAN terms of reference upon latest changes in FR/IR - activity to be finalized October 2017	ECDC, SESAR	BAU
	Routine activities in remit of/as requested by: - DG BUDG - DIGIT - Court of Auditors - PMO	Presentation on information exchange and sharing experiences and best practices- activity to be finalized October 2017	Coordination Perm. Sec.	BAU
IALN	**Engagement and Inter-agency mobility of 2(f) temporary agents (activity continuing from 2016):** Providing legal input on the implementing EC model rules under Article 110 SR concerning the engagement and particularly the inter-agency mobility of art. 2(f) temporary agents by way of: i) Working group (continued from 2016); ii) Active contact with Standing Working Party on Staff Implementing Rules	The continued working group has as objective to give special attention to: - the continuation of pension rights in case of inter-agency mobility - to foster contacts and interaction with the Network members' coordinator in the Standing Working Party on Staff Implementing Rules and support Network members intervention in Court in continuation of pension rights cases	EMA	**SSC**
	Delegation of AIPN power Sharing best practices and reflections as regards the review of Founding Regulations in course for some EU Network members, or just concluded for others. Main focus to the shift of competences from Heads of Agency to Management Boards and the linked reduction of Agency autonomy. Role and intervention of the EC in the review process.	Position paper, finding common line for proactively supporting the Heads of Agencies in the review process and how to "confront the EC aspirations"	EMA	BAU
	Agency language regime and Language requirements in recruitment (EPSO) Identification of practical solutions for implementing the 2015 Court decision concerning use of Union languages in the context of recruitment at EU Institutions. To take stock of language regimes existing at EU Network members (survey)	- Survey report - Exchange of best practices/common position - Re-establish publication of calls in EPSO	Coordination	BAU
	Sharing of substantial Legal Services (activity continuing from 2016) To continue the analysis concerning possibilities for sharing substantial Legal Services among Network members ('Tier 3'), especially to further analyse the constraints identified for sharing such services	- Complement to existing interim report on Shared Services - To facilitate the sharing of legal services among Network members	CPVO	SSC

	Anti-fraud and OLAF investigations To improve insight in the specific role of OLAF in anti-fraud investigations and the coordination with the Agency's own case assessments	Building on the exchanges on going between EUAN, DG HR and OLAF/IDOC: - Provide refresher training for the pool of investigator and train new investigators - Exchange of best practices	TBC	BAU
	Service Level Agreements with the EC (SLAs) Sharing best practices and seeking coherence in legal and contractual aspects of bilateral agreements signed between the EC and individual Network members i.e. related to the provision of specific services or the implementation of specific systems of the EC such as ABAC, SYSPER…	Analysis and exchange of best practices to provide coherent support to the implementation of the SLAs from legal and contractual point of view	TBC	BAU
	Support to HoAdmin on SR/FR case law and new implementing rules On a continuing basis, providing an overview and summaries of case law relevant from the Network members' operations, i.e. in application of the Staff Regulations and the Financial Regulation. Modality: CJEU or EC experts for specific presentations on recent developments in the case law	- Presentation and/or report with overview on recent case law - Proper support to implementation of the Staff Regulations and the Financial Regulation by Network members	Coordination Perm. Sec.	BAU
	Support to HoA for internal governance On a continuing basis, providing support to HoA for the governance of the EUAN network and Sub-networks	- Drafting and review of legal reference documents in coordination with the EUAN Troika - Enhanced EUAN network governance	Coordination Perm. Sec.	IG
	2017 IALN training Training on subject chosen by IALN (through survey/consultation)	To further strengthen the knowledge of Network members' legal advisers in order to make the legal function fit for purpose	TBC	BAU
ICTAC	**Increase adoption of common Digital Shared Services**	deliver a cloud migration strategy report (based on survey)	Coordination	SSC
	Carry out survey on adoption of EC systems and cloud systems adoption	- Survey report - Digital Workplace roadmap and ICT enabling factors - Establish index/KPIs	Coordination	SSC
	Collation of Network members' needs in terms of emerging Technology (through survey)	Report on the different Network members' needs in term of Big Data and Artificial Intelligence computing	Coordination	SSC
	Carry out survey on existing IT Governance and IT Security policies	Network members IT Governance and IT Security survey report	Coordination	BAU
NAPO	**Establish a common Interagency procurement plan and migrate the plan to the new tool developed in cooperation with EUIPO**	Multiannual & multiagency procurement plan	Coordination	SSC

	Launch inter-agency calls for 2017: - Audit services (launched in 2016, to be finalised in 2017, EFSA leading) - LinkedIn (EFSA leading) - Meeting rooms equipment purchase and maintenance (EFSA leading-tbc) - Interim staff (EFSA leading) - Legal services (launched in 2016, to be finalised in 2017, FRA leading) - Benchmarked staff engagement surveys (launched in 2016, to be finalised in 2017, ETF leading) - Mobil communication services and mobile devices (leader to be assigned)	Framework Contracts signed	Various Network members (EFSA, FRA, ETF)	SSC
	Establishment of NAPO Sub-network work plan and governance	NAPO Sub-network established	Coordination Perm. Sec.	IG
PDN	**Definition of a maturity model and methodological approach for a performance/results based orientation/ share practices**	Maturity model for a result based orientation	Coordination Perm. Sec.	MVC
	Design of a methodology on the use and benefit of shared services	Methodology, assessment and reporting on the sharing activity level, benefits obtained and quality of the information	Coordination Perm. Sec.	SSC
	EC Roadmap follow up of recommendations (report to be received by 2016) and IIWG2 follow up depending on March 2017 meeting	Action plan to be defined and implemented in coordination with EFRAN	Coordination Perm. Sec.	MVC
	Evaluations: Update to the Evaluation Handbook (after March endorsement) and update of the better Toolbox (available in January 2017)	Exchange of good practices on implementing evaluation Q&A document	Coordination	MVC
	Assessment and possible revision of the SPD template/guidelines	Proposal to the EC of a revised template and guideline (clarifications on timelines, 1 or 2 documents, financial statements, etc.)	Coordination	MVC
	Review catalogue/definition of KPIs on: - efficiency; - effectiveness; - EU value added, relevance, coherence - synergies/shared services (usage & efficiency) - impact - workload - operations vs support activities - operations vs support jobs (job screening/benchmarking (linked on performance) - science quality indicator	Updated common catalogue of KPIs covering the 3 dimensions: a) Update list of existing KPIs and adding others (planning) b) Operational framework necessary to measure these KPIs (monitoring) c) Reporting on these KPIs (reporting)		MVC

	Exchange on good practices with a focus on 3 areas: a) Governance management b) Management systems: Quality management, change management, document management, sustainability, certification (EMAS, OHSAS, etc.) c) Risk Management & Audit.	a) Inventory of frameworks, methodologies, governance and change management on Strategy, Portfolio (project& process), Budget b) Integration of Management System: ICS, Quality Management, Document Management System (records), Sustainability, Environment Management (EMAS), Safety at work (OHSAS) c) Risk Management & Audit (tbc)	Coordination	BAU
EFRAN	**EU Decentralised Agencies Performance Framework:** Completing framework for fee-receiving Network members	Framework for a result based orientation	EFRAN	MVC
	Follow up work on EASA pilot case and reserve funds	Depending on IIWG2 discussions	EFRAN	MVC
EU ANSA	**Paper on EU Agencies' (Network members) research needs** Finalise and discuss with EU Institutions	Publication	EFSA, ECDC FRA	MVC
	Research clusters of topics of common interest to several Network members (to become Annex of the paper on EU Agencies' research needs)	Text describing the research clusters	EFSA	MVC
	Possible follow up to the internal report of on Open Data	To be decided	FRA	BAU
	Keeping up to date the publication "Overview of ANSA scientific activities"	Publication to be updated	EEA	BAU
	Reflection paper on how Network members assess & manage scientific uncertainty	Internal reflection document	ECDC	BAU
	stocktaking the work done by EU-ANSA participants (including JRC, SAM and STOA) on early warnings and futures studies ('foresight')	Internal document of the survey	EMCDDA/EEA	MVC
	Possible follow up to "Peer review" publication Promote best practices among Network members	Best practice advice	EUROFOUND	BAU

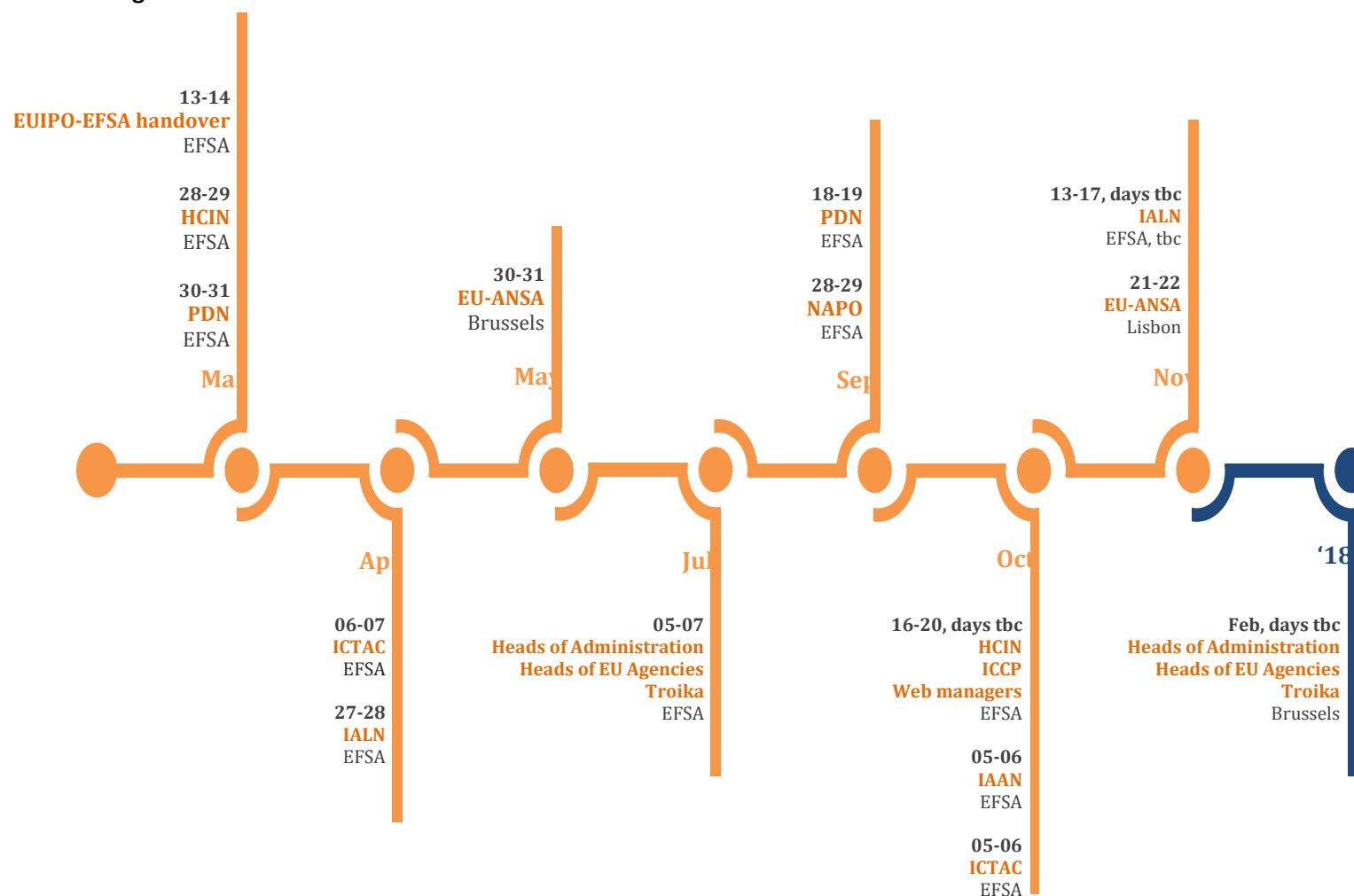|				
HCIN	**Promote/harmonise Network communication** - Create a repository of key messages/reactive statements on issues of relevance for all the Network members - Disseminate and use consistently messages to support the added value of the network - Pitch interviews and editorials for relevant news angles - Share media monitoring when relevant for other Network members - Hold one relevant event (either contribute or create own event) every 3 years and create a joint calendar of relevant events	- Update Europa.eu pages on the Agencies - Update landing page of Extranet - Update Brochure of Agencies (Network members) - Create an infographic	TBC	OC
	Thematic approach - Social media campaign for societal issues/themes of high interest for citizens (e.g. AMR) - Message houses – media training as needed - Pitch interviews/draft editorial on relevant news angles to targeted media (e.g. AMR, Refugee crisis, etc.) - Joint workshops and trainings on crisis preparedness and other relevant topics	- Create Crisis communications guidelines template for specific Agency clusters to use as relevant - Contact lists with relevant sub-groups (press officers, social media officers, etc.) - Draft Editorials/Opinion pieces on 'hot issues' for EU citizens (e.g. for Politico) - Update Landing pages for Europa.eu per cluster	TBC	OC
	Sharing best-practices - On-going exchange of best practice and knowledge sharing through the Extranet (sharing documents, guidelines, presentations, services etc.) - Web-managers (EFSA to host) - ICCP (EFSA to host in 2017-18) - Editors (EFSA to host in 2017-18) - To launch (under discussion) Press officers (virtual), Social Media (virtual)	- Update Communications Handbook (for discussion) - Update repositories of guidelines (including Crisis Planning, Social Media, etc.) on Extranet	TBC	BAU
	Develop KPIs (under discussion)	-Updated Europa.eu website - Number of visitors to Europa.eu - Followers/re-tweets for social media campaigns - 2 interviews in relevant media/tone of voice - Evaluation form at end of year on value/achievements of the HCIN	TBC	BAU

ANNEX II - Timeline of Network surveys to be launched

Late May[9]:   Draft Budget 2018

Mid-end July[10]:   Follow-up on Discharge 2015

September[11]:   Discharge 2016: standardised questions

Mid-end November: Discharge 2016: horizontal MEP questions

TBC: FFR (Revision of Framework Financial Regulation)

TBC: SYSPER (data collection on implementation)

[9] As soon as Draft Budget 2018, Section III is published.
[10] After the EP Budget Hearing.
[11] Once agreed with the EP CONT Chair and Discharge Rapporteur.

ANNEX III -Meetings Timeline

13-14
EUIPO-EFSA handover
EFSA

28-29
HCIN
EFSA

30-31
PDN
EFSA

Mar

30-31
EU-ANSA
Brussels

May

18-19
PDN
EFSA

28-29
NAPO
EFSA

Sep

13-17, days tbc
IALN
EFSA, tbc

21-22
EU-ANSA
Lisbon

Nov

Apr

06-07
ICTAC
EFSA

27-28
IALN
EFSA

Jul

05-07
Heads of Administration
Heads of EU Agencies
Troika
EFSA

Oct

16-20, days tbc
HCIN
ICCP
Web managers
EFSA

05-06
IAAN
EFSA

05-06
ICTAC
EFSA

'18

Feb, days tbc
Heads of Administration
Heads of EU Agencies
Troika
Brussels

ANNEX IV – Acronyms

A

ABAC - Accrual Based Accounting

AIPN - *L'autorità investita del potere di nomina*

AMR - Antimicrobial Resistance

B

BAU - Business As Usual

BLO - Brussels Liaison Office

C

CCA - College of Heads of Administration

CEPOL - European Union Agency for Law Enforcement Training

CJEU - Court of Justice of the European Union

COFO - Training Manager (*Correspondant Formation*)

CPQS - Preparatory Committee for Questions Related to the Staff Regulations

CPVO - Community Plant Variety Office

D

DG BUDG - Directorate-General for Budget

DG HR - Directorate General for Human Resources and Security

DIGIT - European Commission's Department for Informatics

E

EASA - European Aviation Safety Agency

EBA - European Banking Authority

EC - European Commission

ECA - European Court of Auditors

ECDC - European Centre for Disease Prevention and Control

ECHA - European Chemicals Agency

EFCA - European Fisheries Control Agency

EFSA - European Food Safety Authority

EFRAN - European Fee Receiving Agencies

EMA - European Medicines Agency

EMAS – EU Eco-Management and Audit Scheme

EPSO - European Personnel Office

ETF - European Training Foundation

EUAN - EU Agencies Network

EU-ANSA - Network of EU Agencies for Scientific Advice

EUIPO - EU Intellectual Property Office

EUROFOUND - European Foundation for the Improvement of Living and Working Conditions

EUROJUST - The European Union's Judicial Cooperation Unit

F

FFR - Framework Financial Regulation

FR - Financial Regulation

H

HCIN - Heads of Communication and Information Network

HoA - Heads of Agencies

HR - Human Resources

I

IAAN - Inter-Agency Accountants Network

IALN - Inter-Agency Legal Network

ICCP – Internal Communications Community of Practice

ICS - Internal Control Standards

ICTAC - Information and Communications Technologies Advisory Committee

ICT - Information and Communication Technology

IDOC - Commission's Investigation and Disciplinary Office

IIWG2 - Inter-Institutional Working Group 2

IG - Internal Governance

J

JHA - Justice and Home Affairs

JRC - Joint Research Centre

K

KPI - Key Performance Indicator

M

MFF - Multiannual Financial Framework

MIPS - Mission Integrated Processing System

MVC - Mutual Value Creation

N

NAPO - Network of Agencies Senior Procurement Advisers

O

OC - Outward Communication

OHSAS – Occupational Health and Safety Assessment Series

OLAF - European Commission Anti-Fraud Office

P

PDN - Performance Development Network

PIF - *Protection des intérêts financiers*

PMO - Project Management Office

S

SAM - Scientific Advice Mechanism

SEC GEN - Secretariat General

SESAR - Single European Sky ATM Research

SLA - Service Level Agreement

SPD - Single Programming Document

SR - Staff Regulation

SRC - Staff Regulation Committee

SSC - Shared Services and Capabilities

STOA - Scientific Foresight Unit

SYSPER - Système de gestion du Personnel (personnel management system – HR Management IT Application used by the EC and other EU bodies)

T

TA - Temporary Agent

ToR - Terms of Reference

W

WG - Working Group