2026–2027 WORK PROGRAMME

of the EU Agencies Network

ELA
EUROPEAN LABOUR AUTHORITY

EU Agencies Network

Introduction

The European Union Agencies Network (EUAN) was established with a view to explore synergies, share collective experiences and knowledge, and ultimately support the EU Agencies/ Joint Undertakings (JU) to deliver their mandates and provide added value to the EU citizens. It is crucial to convey the view that EU Agencies/JUs increasingly contribute to the implementation of the EU policies in several areas and hence are important element in the EU institutional framework.

EUAN is currently composed of 52 Agencies and JUs. Its decision-making and strategic bodies are the Assembly of the Heads of Agencies and the Assembly of the Heads of Resources. The main task of the Coordinating Agency is to elaborate the annual priorities of the Network and coordinate its work throughout the year in reference.

From 1 March 2026 to 28 February 2027, the European Labour Authority (ELA), the EU decentralised Agency with its headquarters in Bratislava, Slovakia, has been entrusted with the task of the coordinating Agency for the abovementioned period. ELA is one of the youngest EU Agencies established in 2019 and reaching its full human and operational capacity in 2024. ELA's mission is to assist Member States and the Commission in their effective application and enforcement of Union law related to labour mobility and social security coordination with the objective to contribute to effective and fair labour mobility within the Union.

ELA will coordinate the Network in line with its Work Programme and in close cooperation with the EUAN Steering Board that is composed of the former coordinators – European Agency for the Cyber Security (ENISA), European Institute of Innovation and Technology (EIT), the European Union Agency for Law Enforcement Training (CEPOL) and the upcoming Coordinating Agency – European Chemical Agency (ECHA), along with the Single European

Sky ATM Research 3 Joint Undertaking (SESAR JU), representing the Joint Undertakings (JU), and Community Plant Variety Office (CPVO), representing the small-sized Agencies. The Brussels-based EUAN Shared Support Office (SSO) remains a key structure to assist EUAN and its bodies in their day-to-day work.

According to the EUAN governance model, the work of EUAN work is centred around three Pillars, namely: Budget, Finance and Planning (Pillar I), HR and legal (Pillar II) and Policy Support (Pillar III). The Agencies and the JUs work together across several areas of common interest under the various pillars, primarily - but not exclusively - in Sub-Networks (SNs), as well as Working Groups (WG) and Task Forces (TF).

This Work Programme (WP) is embedded in the EUAN Multiannual Strategy 2021-2027 and builds on the achievements of the former Chairs – EIT/CEPOL and ENISA. The WP also integrates the new EUAN governance model, reflecting the relevant pillar work programmes and the actions flagged by their related SNs. The WP preparation has been coordinated with the Steering Board and Pillar Coordinators appointed for each Pillar (PCs), to ensure alignment with the EUAN multi-annual strategy as well as to avoid overlaps and support synergies between the various streams of activities implemented within the EUAN Network.

In line with the Terms of Reference (ToR) of the EUAN, the Coordinating Agency submits this WP for endorsement by the Assembly of the Heads of Agencies.

Priorities

ELA's priorities mirrors the two strategic pillars laid down in the Network's Multiannual Strategy for 2021-2027 which ambition to position the EUAN as: **a role model for administrative excellence, and a valued institutional partner.**

These priorities will guide ELA's role during its chairing of the Network considering also other policy and legislative developments in particular, the negotiations of the new Multiannual Financial Framework (MFF). Furthermore, the Large-Scale Review (LSR) announced by the European Commission will also have implications on the future of the Agencies/JUs and their resources. ELA will make sure that it will convey, in close cooperation with the Steering Board, the key messages of the Network and its members. In this context, ELA will seek to

further reinforce the inter-institutional relations with the Commission, Parliament and the Council.

The policy priorities of the EU institutions, as well as policy related developments, such as the rapid developments in the field of digitalisation, will be taken into account particularly when implementing the WP.

ELA will also coordinate the preparatory work towards the new EUAN Multiannual strategy for the years 2028-2034. Finally, the "rolling" agenda of the Sub-networks and Working Groups will be taken over by ELA and, with some proposals for review and improvement, where relevant.

This priority will go hand-in-hand with the representation and outreach in support of the increasing visibility of the Agencies'/JUs' role, while supporting the key horizontal messages of the Agencies/JUs within the context of the negotiations of the MFF and the Commission LSR. Finally, ELA will continue the work in the relevant Sub-networks, focusing on their smooth functioning and fine-tuning the existing processes and tools. By promoting cross-Agency/JU joint initiatives, this Work Programme aims to strengthen the work in place, ensure consistency, and foster a culture of mutual support.

Against this background, ELA formulated the following priorities for its WP.

EU Agencies and Joint Undertakings as a role model for administrative excellence

1. The future of EU Public administration

ELA in its role as Coordinating Agency will closely follow the developments linked to the LSR of the Commission's organisation and operations, building on the key messages finalised during the ENISA coordination of the Network and anticipating the emerging challenges. While the process itself is driven by the Commission, some of its work streams will have implications also for Agencies/JUs. Hence, the perspectives and experience of the entire Network with the management of the resources, recruitment, talent management and HR processes and corresponding challenges, such as efficiency or staying attractive as an employer securing diverse and future proof staff , will be an important element of the process, having in mind the increasing role of EU Agencies/JUs on the implementation of the EU Policies. Similarly, EUAN's contribution will be indispensable in relation to the part of the review focusing on the relations with the Agencies/JUs the working relations between the Commission and the Agencies/JUs.

2. Review of the EUAN Strategy and rolling agenda

ELA will implement the work-programmes and lead the relevant Networks and Sub-networks. The emphasis will be given on ensuring continuity and delivering on the on-going projects and further supporting the best practice exchange between the Agencies/JUs. Collaboration remains a key feature of the EUAN work, to share expertise and address common challenges effectively. ELA will also support the coordination of the work of the existing structures and advocate for efficiency, continuous improvement and greater impact remaining fit for purpose.

ELA will also kick off the assessment of current EUAN Multiannual strategy and coordinate the preparatory work for the development of the new Multiannual strategy 2028-2034 in line with the current and future EU priorities.

3. AI and digitalisation

ELA will continue facilitating the exchange of best practices on employing the digital tools and innovative technologies, including Artificial Intelligence (AI). In this context, ELA will continue to extend and cement the implementation of repository of AI tools. Furthermore, ELA will seek to consolidate various workstreams done in the EUAN with the aim to streamline the EUAN governance model for the AI, coordinating the work of the existing structures with the AI working group to ensure synergies and avoid overlaps. ELA will also follow up on the implementation of the Cybersecurity Regulation based on the work performed by ENISA. Finally, continue to the map of the use of corporate digital tools provided by DG DIGIT (COM) and continue sharing implementation experience with EUAN members as applicable and requested . ELA will also explore the possibility of the exchange of IT resources between the Agencies/Jus and the process by which it is to be realised

EUAN as valued institutional partner

1.   Multiannual Financial Framework 2028-2034

The second priority is strongly connected with the negotiations of the new MFF and the launching of the discussion on the future of public administration. The combination of wellknown priorities shaping our societies (digitalisation, green transition) and the emerging priorities due to the geo-political developments entail the re-orientation of the activities and corresponding reallocation of resources (security & defence). While the agility to adapt to these new developments remains crucial, the Agencies/JUs are limited by insufficient flexibility, when seeking to make the best use of available resources in responding to unforeseen challenges or rapid policy developments. Furthermore, while the synergies and pooling of resources remain high on the political agenda, the Agencies/JUs should be equipped with the right tools to implement this approach more effectively in practice. ELA will convey the key messages, particularly regarding the flexibility when using the resources, also taking into account the Large Scale Review referred to in previous paragraphs.

2.   Interinstitutional cooperation and visibility

Decentralised Agencies and Joint Undertakings play an increasing role in providing policy makers with advice and expertise and in supporting the implementation of EU policies and hence in the end provide tangible benefits to EU citizens and companies. The inter-institutional relations remain crucial in securing a coordinated approach in channelling the key messages relevant to EUAN. The increased visibility of the Agencies/JUs within the institutional framework provides also an advantage for the Network's members when communicating with their relevant sectoral partners. Building on the work of other Presidencies and interinstitutional activities done in previous years, ELA will seek to:

a.   **Reinforcing relations with the Council:** ELA has the ambition to increase the visibility of the Agencies/JUs within the Council. On horizontal level, participation at the ambassadors' level (COREPER I, COREPER II) will be explored. Furthermore, ELA will look into the possibilities to present the Agencies/JUs at ministerial meetings at different Council formations.

b.   **Fostering relations with the European Parliament:** several initiatives have been taken place the past years to familiarise the European Parliament (EP) with Agencies/JUs, their contributions to EU policies and benefits for the Union. ELA will continue to keep close contact with relevant (EP) Committees and stakeholders in Parliament.

In light of the interinstitutional cooperation, ELA will look at the possibility to organise an event with its institutional stakeholders to create a forum for exchange of views on the current developments relevant for the network as well as to increase the visibility of the agencies and its contribution to EU policies.

Strategic priority 1: EUAN as a role model for administrative excellence

Key objective 1.1: Increase the efficiency of Agencies and JUs through sharing of services, best practices and pooling of tasks and capabilities

Agencies and Joint Undertakings are committed to enhance their operational effectiveness in order to better serve the EU citizens and make the most of allocated resources. The Network is intended to do so by strengthening knowledge sharing and shared services in all the areas relevant to its work.

DELIVERABLES	EXPECTED OUTCOME	LEAD
Facilitating shared services amongst EUAN • Contribution to the building of the concept of the shared services. • Further supporting shared procurement methods across the EUAN network and with EU Institutions. • Support IT governance and digital transformation. Including AI act, Interoperability Act and Cyber Security. • Strengthening information, communication and collaboration by enhancing the use of the common EUAN collaborative workspace.	Identification of the further possibilities for joint services. More timely information exchange to identify opportunities for joint procurement. Boost on efficiency and alignment of Agencies/Jus. Improvement of synergies and knowledge sharing	Pillar I, II and III. Pillar I, Chairs of WGs, NAPO. Pillar III, Chairs of WGs, ICTAC, SSO. All Pillars, Chairs of all, TFs, WGs (ICTAC).
Sharing knowledge among Agencies • Regular workshops and trainings across all Pillars and WGs. • Continuation of efforts for the revision in relation to SPD and CAAR. • Discussion on the Service-Level Agreements and Contribution Agreements.	Capacity building and resources sharing, facilitating the execution of tasks in all areas. Simplification and lightening of the administrative burden. Identification of improvement opportunities and exchange on the approach within the agencies.	All Pillars, Chairs of SNs, TFs, WGs. Pillar II, PDN, WGs. Pillar I and II, IALN, PDN, Heads of Resources, Chairs of SNs.
Implementing Cybersecurity Regulation • Sharing information on IICB recommendations' implementation. • Organise work group with the Local Cybersecurity Officers Network. • Survey on the assessment levels and on plans to improve the assessment score.	To share practices among Local Cybersecurity Officers (LCOs) network and information sharing with ENISA and CERT-EU and cyber security assessment.	Pillar III, Chairs of WGs, ICTAC.

Key Performance Indicators (KPIs)

- Number of Agencies/JUs sign the MoU for using EUAN framework for the sharing of reserve lists.

- Number of joint procurement initiatives are launched in 2026.

- Number of EUAN trainings (e.g. AI) organised for agency staff and number of participating staff.

- A platform for LCOs is created to enhance sharing of practices.

- Alle existing Sub-networks, Working Groups and Task Forces are migrated with their documents to the new platform.

Key objective 1.2: Define the role and capacity of the Network to further develop expertise in sharing services, especially in view of EU green, digital and resilience priorities

In order for the EUAN to be a model of administrative excellence, digital solutions should be further deployed, resource sharing further enhanced and a common governance further finetuned.

DELIVERABLES	EXPECTED OUTCOME	LEAD
Sharing resources on AI • Shared repository of AI tools/use cases (HR/legal research, recruitment support, compliance monitoring, procurement analytics, communication). • AI Solutions and Compliance with AI Act.	Support the compliance of AI and digitalization initiatives in Agencies. Streamline frameworks for governance of AI Solutions.	All Pillars, Chairs of SNs, WGs Pillar I. Pillar III, Chairs of WGs, ICTAC.
Map the use of the central DG DIGIT services • E. g. ABAC/SUMMA, SYSPER/HRT, EU Login, HAN, EUSign, MIPS+, Cloud-TESTA, Drupal.	Enhanced expertise and capacity in digital transformation and cybersecurity.	Pillar I and III, Chairs of WGs, ICTAC.
Exchange programme for IT services	To identify exchange possibilities between Agencies/JUs and across bigger institutions and to identify possibilities of thematic cooperation.	Pillar III, Chairs of WGs, ICTAC.

Key Performance Indicators (KPIs)

- Support to Agencies implement with the guidance on compliance with the AI Act Number of joint procurement initiatives are launched in 2026.

- Launch of the an exchange programme on IT. A platform for LCOs is created to enhance sharing of practices.

- Organisation of the second HR Strategy Conference.

Key objective 1.3.: Implement under the 'new normal' modern and sustainable management methods and governance for the EUAN and for Agencies/JUs

The governance structure set up in 2025 is aimed at conveying decision making more agile and at strengthening cooperation. In 2026, the EUAN will strengthen its governance structure and focus on the Multiannual Strategy 2028-2034 with the aim to ensure further collaboration between the Agencies as well as across the Network.

DELIVERABLES	EXPECTED OUTCOME	LEAD
Enhance the EUAN structure and governance • Foster collaboration among Pillars and their Sub-Networks. • Sharing of best practices and lessons learned.	Robust and transparent governance. Better exploitation of synergies between the agencies	Steering Board, All Pillars, SSO Steering Board, All Pillars, SSO.
Develop of a new EUAN Multiannual Strategy • Develop the EUAN Multiannual Strategy for 2028-2034 in the light of the assessment of the current EUAN strategy.	Launch of the work towards the preparation of the new strategy.	Heads of Agencies, Steering Board.
SSO further development into a central services office. • Explore routes for the reinforcement of SSO role and work to deliver services and support to the EUAN community.	Efficiency and synergies among the Network and its structures.	Heads of Agencies, Steering Board.

Key Performance Indicators (KPIs)

- Internal ways of working are continuously assessed to leverage potential for crosspillar collaboration and enable sharing of good practices. Number of joint procurement initiatives are launched in 2026.

- Assessment of the current EUAN Multiannual Strategy is carried out and main findings are harvested.

- An outline of the new EUAN Strategy 2028-2034 is developed in line with Agencies needs and EU priorities.

Key objective 1.4. Increase the attractiveness of the Agencies and Joint Undertakings as Employers

Agencies and Joint Undertakings face increasing challenges in attracting, recruiting, and retaining talent. Within these boundaries, a continued focus on flexibility, diversity, and inclusion remain crucial for the EUAN.

DELIVERABLES	EXPECTED OUTCOME	LEAD
Fostering EUAN staff exchange (short-term) and inter-agency mobility (medium/long term) • Encouraging staff exchanges across agencies • Share lessons learned and best practices from mobility.	Increased synergies, career progression and skill diffusion. Improved employee experience across Agencies/JUs.	Heads of Agencies, Heads of Resources, Heads of Human Resources, HCIN. Heads of Agencies, Heads of Resources, Heads of Human Resources, HCIN.
Diversity and Inclusion • Foster awareness on the importance of an inclusive workplace, including through the joint initiatives, e. g. organisation of the of Women support Network.	Wider candidates reach, better geobalance, stronger EUAN employer brand, more effective recruitment.	Heads of Agencies, Heads of Resources, Heads of Human Resources.
Increasing the outreach on EUAN job vacancies • Amplify EUAN job opportunities (geo-balance know-how exchange, EU Job Marketplace participation, EUAN website improvements).	Wider candidates reach, wider candidates reach.	Heads of Agencies, Heads of Resources, Heads of Human Resources, Pillar II, HCIN.

Key Performance Indicators (KPIs)

- Number of staff exchanges are completed in 2026 short-term/long-term.

- First ever physical D&I Working Group meeting is organised in 2026.

- EUAN Women Leadership development programme is successfully launched and implemented.

- Number of visits to the EUAN Job Portal increased by 5% year-on-year.

Strategic priority 2: EUAN as a valued institutional partner

Key objective 2.1: Strengthen the strategic image, reputation, and level of intervention of the Network and the EU Agencies/JUs vis-à-vis the EU institutions

As the EUAN seeks to reinforce its role as a trusted institutional partner, strengthening collaboration and communication becomes essential. Continued efforts to maintain compliant communication tools and promote inter-agency synergies will ensure a consistent, strategic image and enhance the Network's reputation across EU institutions. Building on the work of previous coordinating agencies, ELA will continue working towards the increased communication tools.

DELIVERABLES	EXPECTED OUTCOME	LEAD
Enhancing the visibility of the Network and its members • Provide strategic advice and hands-on support to strengthen the EUAN messaging, visual identity and digital presence of the Network.	Enhanced visibility and perceived value of Agencies and Joint Undertakings among EU institutions and citizens	Pillar III, HCIN, SSO.
• Prepare joint campaigns and liaise with DG COMM to ensure alignment with EU political priorities and key communication initiatives.	Strengthened engagement and collaboration with EU institutions, especially the European Commission (DG COMM), Council of the European Union and European Parliament.	Pillar III, HCIN, SSO.
Enhance level of intervention of the Network with EU institutions • Represent EUAN in the Interinstitutional Online Communication Committee (IOCC) and its relevant subgroups (including social media).	Strengthened engagement and collaboration with EU institutions, especially the European Commission (DG COMM), Council of the European Union and European Parliament.	HCIN, SSO
• Explore the possibility to organise event with the institutional stakeholders in Brussels.	Enhanced echo of joint messages of the Agencies and Joint Undertakings among among EU institutions and increase the visibility of the Agencies.	Heads of Agencies, Coordinating Agency, SSO.

Key Performance Indicators (KPIs)

- Number of communication initiatives coordinated across EU Agencies/JUs Number interinstitutional engagements with DG COMM.

- Map the possibility and plan the organisation of outreach event with clear objectives and targeted audience.

Key objective 2.2: Develop the Network to be a trusted partner of the EU institutions

To be recognised as a trusted partner, the EUAN will engage with key bodies and contribute to key developments through the cooperation and engagement with the EU institutions in several policy areas.

DELIVERABLES	EXPECTED OUTCOME	LEAD
Structured cooperation of the EUAN network with the EU institutions • Trust building with central services of the COM (openness, transparency, predictability, simplification). • Contact point between NAPO and COM. • Inter-institutional Online Communication Committee. • Liaise with the structured engagement plan with COM/ECA. • Continued cooperation with other entities in the field of digitalisation (DG DIGIT/ICDT/CERT-EU/IICB). • Contribute to the regular exchanges with the European Parliament and Council on horizontal priorities for the agencies as well in the framework of the annual budget and budgetary discharge.	Equal footing relationship with mutually beneficial collaboration and results. Trusted, predictable procurement cooperation on procurement and its tools. Alignment on the communication of the key messages. The on-going cooperation on audit procedure. Stronger alignment on digital programmes. Communication of the key messages of the agencies.	Coordinating Agency, SSO. Pillar I – Chair of WGs, NAPO. Pillar III, Chairs of WGs, HCIN. Pillar I and II, Chairs of WGs, PDN, IALN. Pillar III; Chairs of WGs; ICTAC. Coordinating Agency, SSO.

Key Performance Indicators (KPIs)

- Reoccurring institutional meetings (discharge/budget hearings, IICB, EDPS, etc.) and their expansion, with the focus on the Council Key messages, proposals and interests of Agencies are conveyed to relevant EU institutions and bodies.

- Organisation of the first Anti-Fraud/Anti-corruption day.

Key objective 2.3: Effectively provide EU Agencies'/JUs' specialised contribution to key policy priorities of the EU

The Network seeks to ensure that Agencies and JUs are recognised as essential partners in advancing legislative and strategic frameworks. These initiatives will reinforce EUAN's role in delivering expertise and added value to the Union's core priorities.

DELIVERABLES	EXPECTED OUTCOME	LEAD
Fostering a greater involvement and visibility of Agencies/JUs in policy shaping, implementation and review. • Address the revision of the Multiannual Financial Framework 2028-2034. • Address the European Commission large scale review. • Contribute to the foresight activities of the Commission.	EUAN perceived as a partner in the review of the legal and policy framework	Heads of Agencies, Steering Board, SSO.

Key Performance Indicators (KPIs)

- Agencies/JUs' views, are conveyed throughout the MFF negotiation process.

- Agencies/JUs' consolidated contribution to the Commission large scale review exercise is shared on those working areas of relevance to them.

- Constructive and continuous dialogue is established with the Commission and the JRC on foresight activities.

- The Network is identified as a valued institutional partner on priorities and policy proposals of common interest to its members.

List of abbreviations

Abbreviation	Definition
AI	Artificial Intelligence
CEPOL	European Union Agency for Law Enforcement Training
COM	European Commission
D&I	Diversity and Inclusion
ECA	European Court of Auditors
EIT	European Institute of Innovation and Technology
ELA	European Labour Authority
EMAS	EU Eco-Management and Audit Scheme
ENISA	European Union Agency for Cybersecurity
EP	European Parliament
EUAN	EU Agencies Network
EU-ANSA	EU Agencies Network on Scientific Advice
GN	Greening Network
HCIN	Heads of Communication and Information Network
HoAs	Heads of Agencies
HoHRs	Heads of Human Resources
HoRs	Heads of Resources
IAAN	Inter-Agency Accountants' Network
IAAPN	Inter-Agency Appeal Proceedings Network
IALN	Inter-Agency Legal Network
ICTAC	ICT Advisory Committee
IICB	Inter-Institutional Cybersecurity Board
JUs	Joint Undertakings
KPIs	Key Performance Indicators
LSR	Large Scale Review
MFF	Multiannual Financial Framework
MS	EU Member states
NAPO	Network of Agencies Procurement Officers
PCs	Pillar Coordinators
SB	Steering Board
SN	Sub-Network
SSO	Shared Support Office of the EUAN
ToR	Terms of Reference
WP	Work Programme

Indicative timelines and locations of on-site meetings

- **Women's Support Network** - Bratislava, 20 April 2026

- **Heads of communication and information network (HCIN)** - Bratislava, 4-5 June 2026

- **Performance development network (PDN)** - Bratislava, 11-12 June 2026

- **Information and Communication Technologies Advisory Committee (ICTAC)** - Bratislava, 17-18 September 2026

- **Network for Agencies Procurement Officers (NAPO)** - Bratislava, 24-25 September 2026

- **Inter-agency accountants' network (IAAN)** - Bratislava, 1-2 October 2026

- **Heads of HR (HoHR) (1)** - Bratislava, 13 October 2026

- **Heads of Resources (HoR) (1)** - Bratislava, 14 October 2026

- **Heads of Agencies (HoA) (1)** - Bratislava, 15 October 2026

- **Digital Communication Sub-group** - Bratislava, 29-30 October 2026

- **Assembly of Agency Staff Committee** - Bratislava, 9-11 November 2026

- **Inter-Agency Legal Network (IALN)** - Bratislava, 12-13 November 2026

- **HR Workshop** - Bratislava, 4 December 2026

- **Heads of HR (HoHR) 2** - Brussels, February 2027 (tbc)

- **Heads of Resources (HoR) 2** - Brussels, February 2027 (tbc)

- **Heads of Agencies (HoA) 2** - Brussels, February 2027 (tbc)

- **Steering Board** - Bratislava, February 2027 (tbc)