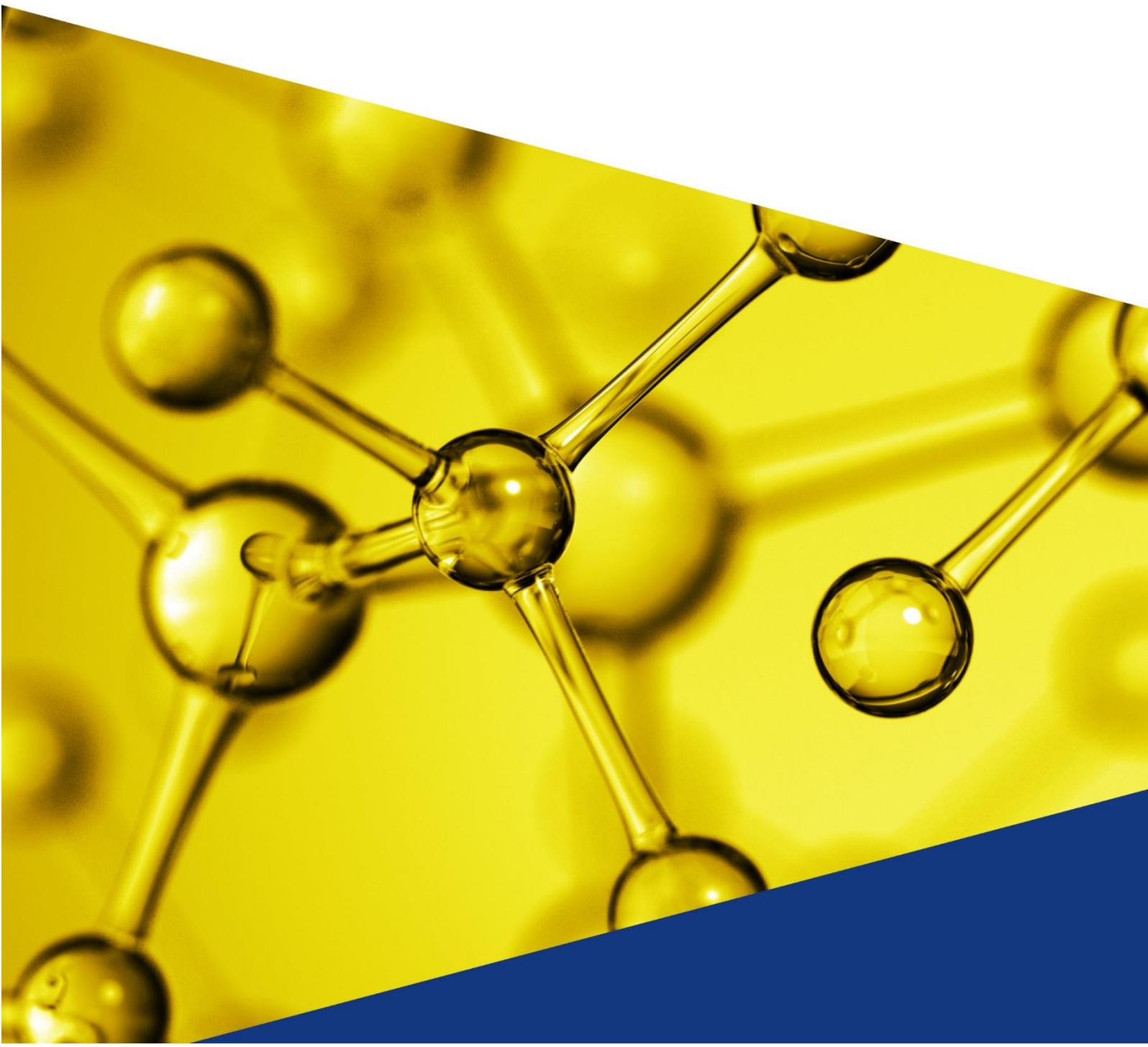




2019-2020

Work Programme of the Network of EU Agencies

Under the chairmanship of the
European Centre for Disease Prevention and Control (ECDC)



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1 Introduction

This European Union Agencies Network (EUAN) Work Program outlines the priorities and related activities to be undertaken between March 2019 to February 2020 under the coordination of the European Centre for Disease Prevention and Control – ECDC continuing the work done during previous years while implementing the Strategy Agenda of the Network.

The Work Program 2019-2020 builds on the review of the implementation of the Strategy Agenda for the EUAN (Dublin Agenda) carried out by ECDC and FRONTEX in the beginning of 2018, as well as the results achieved so far. The focus will be on the areas where further progress could be achieved within the identified four strategic pillars. The document also includes a summary of the main actions of the Sub-Networks contributing to the achievements of the Dublin Agenda (see Annex I), while detailed work plans are developed at the Sub-network level.

During the implementation of this Work Program new developments and challenges will be taken into account, including the outcome of the negotiations on the Multiannual Financial Framework (MFF) 2021-2027, withdrawal of the United Kingdom from the European Union (EU), elections of the European Parliament in May 2019, and the new Commission and its priorities in November 2019. In 2019, the Directors will also be developing a new EUAN Strategy 2021-2027, which is foreseen to be finalised by March 2020.

2 Shared services and capabilities

Shared Services and capabilities will remain at the core of the 2019-2020 Work Program of the Network. The promotion and the monitoring of the use of shared services will be carried out based on the methodology developed by the Performance Development Network (PDN). To test the methodology, two Tier 3 high-value services, Mutual disaster recovery and Secure email solution, were selected for pilot reporting on the benefits. The methodology will be fine-tuned based on the experience from the pilot exercise run in 2018. PDN will also collect information regarding the obstacles faced in the implementation of shared services (e.g. related to the use of Extranet). PDN will present these outputs to the Heads of Agencies in February 2019, and depending on the discussion, possible amendments to the Work Program will be made.

During 2019, the Heads of Agencies Network will engage in a discussion on a future of shared services in the context of the development of a new EUAN Strategy post-2020, and e.g. if joint objectives/targets could be set for sharing of services among Agencies and/or other EU institutions.

2.1 Common ICT/digital services

In 2019, the ICTAC work program will leverage on the results achieved in 2018. The cooperation with DIGIT, the Comité Informatique Interinstitutionnel (CII), and other EU institutions remains an overarching objective.

In 2018, under the Digital Shared Services objective, ICTAC looked carefully at the possibilities for shared digital services and concluded that SYSPER and secure e-mail (better IT governance and Security objective) would be the most interesting areas to be taken forward, and thus priority will be given to these in 2019.

In 2018, Agencies were nominated as EUAN representatives in the SYSPER Governance structures and participated in the SYSPER Interinstitutional Governance Board meeting in November 2018, in which CEPOL represented the EU agencies in the second meeting. These nominations will further facilitate the introduction of SYSPER in line with the Project Roadmap in cooperation with DG DIGIT and DG HR and in accordance with the needs of all participating Agencies. Progress and issues of the interagency SYSPER rollout will be reported and discussed in the ICTAC meetings in 2019.

The target of the Digital Workplace objective is to identify a roadmap for the implementation of interoperable digital workplace at the Agencies, to exchange lessons learned and best practices in implementing the digital workplace. ICTAC will monitor the implementation of the contract for telecommunication services launched in 2018.

Under the new technologies, objective ICTAC will continue to monitor the developments of emerging technologies as well as artificial intelligence (AI), and how these could support the activities of Agencies.

In 2019, ICTAC will, under the IT Governance and Security objective continue working towards achieving the targets set: the implementation of the new Personal Data Protection Regulation has been identified as an important topic and ICTAC will continue contributing to the further development of a Cloud Services governance framework (GovSec) with DIGIT.

2.2 House of Agencies

During Frontex' and ECDC's Coordination in 2018, the Agencies that responded positively in the initial survey were asked to confirm their interest in a common office space in Brussels.

A proposal has been prepared for the Agencies to opt for one of the options: serviced offices, where each Agency can rent the space according to their requirements and signs a separate contract with the office management company or a shared office, where an Agency hosts the House of Agencies and takes the role of office manager.

JHA Agencies were specifically approached, but no Agency volunteered to take an administrative lead.

Should the Heads of the Agencies confirm their continued interest in the House of Agencies, the concept could be further developed also taking into consideration the new composition of the Shared Support Office (SSO).

2.3 Enhanced cooperation on HR matters

The Network will continue to implement the Human Resources Management (HRM) community business case as per the guidance from the Heads of Agencies in Sopot in May 2018.

In 2019 the three focus areas for action will be:

- Following the outcome of the survey among Agencies on HRM priorities (presented in May 2018) the focus will be on staffing and staff development in 2018 and 2019 by having dedicated workshops on these matters, with the aim to reach further efficiency gains by sharing of experiences and tools. The reporting-back on achievements will be done in the Heads of Resources meetings.
- Optimising the use of existing communication channels between the Agencies, in particular by updating the list of HR practitioners who should be involved to effectively harvest new ideas and share experiences (Network of HR practitioners).
- Strengthening awareness of the Extranet as a virtual platform of exchange on HR matters between the Agencies.

As a follow-up of the two working sessions on Brexit, organised by the Network in 2018, the Coordination will continue to inform the EUAN members about the latest developments related to Brexit. This will mainly include the ongoing discussions on timing and procedural issues concerning staff members with UK nationality as well as other non-staff related issues that might be of particular interest for the Agencies, regarding governance and inter-institutional matters.

2.4 Inter-Agency recruitment and mobility

In order to enhance inter-Agencies mobility, the Network will continue its efforts to consolidate and promote an inter-Agency job-advertisement board. As agreed by the Heads of Resources in October 2018, the Executive Agencies of the Commission will be able to share their job advertisements through this channel and in return, the EUAN website will be visible on their sites. In 2019, EUAN will continue to explore the possibility to also link the inter-Agency job advertisement board with EPSO.

3 Mutual value creation with the EU Institutions

The EUAN is a unified voice of the EU Agencies and in 2019 ‘mutual value creation with the EU Institutions’ will be an area, which will need a remarkable investment and effort from the EUAN, Shared Support Office (SSO), clusters of Agencies, as well as Agencies individually, in particular due to the foreseen change of the European Parliament.

The EUAN, with the support from the SSO, will continue interacting with different Institutions and inter-institutional bodies (such as CCA, CPQS, CGAM, SRC, ISIF, RUF) and the Standing Working Party to channel the Agencies’ views and common positions on issues of shared interest.

In preparation for the new EUAN strategy post-2020, EUAN will collect feedback from partners in the EU Institutions regarding the collaboration with the EUAN, achievements, and possible areas for improvements. The outcome of this stakeholder survey will be presented to the Heads of Agencies network in their October meeting for information and it will be used in relation to the development of the new EUAN strategy.

3.1 EUAN relations with the EU Institutions

Commission

In 2019, the Coordinating Agency together with Troika members and supported by the SSO will continue to have regular contacts with relevant Commission services, in particular with SECGEN, DG HR, and DG BUDG. The change of the Commission will most probably have less impact on the work of EUAN, as it is unlikely that the priorities of the new Commission will be very different from those set for the Multiannual Financial Framework (MFF) 2021-2027. Therefore, the close monitoring of the continuing discussions on MFF and advocacy efforts to represent the EUAN’s interest in this context will remain the focus of EUAN work in 2019.

Council

In 2018, EUAN continued efforts to engage with the Council. EUAN attended the meeting of the Council Working Party on Staff Regulations for the first time. In 2019, EUAN will continue to maintain its open relation with the Working Party and attend their meetings twice a year during each of the Presidencies. EUAN will continue to provide annual update on staff nationalities in Agencies.

EUAN will continue to be present in the Budget Committee of the Council in the course of the Discharge. In 2019, the objective is to extend the EUAN presence also to the budget related meetings of the Committee.

In 2019, EUAN will continue to organise e.g. handover meetings between the EUAN Coordinating Agency and the incoming/outgoing Council presidency. EUAN will also run a pilot of organising general introductory meetings with the SSO/EUAN and those Member States who are foreseen to assume Council Presidencies in the coming few years.

European Parliament

The year 2019 will mean that EUAN, supported by the SSO will have to re-build the relationship with the new EP. Due to the annual cycle of activities the collaboration with the BUDG and CONT committees have to be established immediately, and the good collaboration with the secretariats maintained, once the new EP is operational in June/ July to ensure the seamless collaboration with

the EUAN and SSO in e.g. Discharge 2017 follow-up and standard questionnaire (SQ). The Coordination will continue to monitor the developments in relation to the draft AFCO report and inform the Network on any necessary follow-up actions.

Building up the relations with the new EP will take place at all levels – EUAN, SSO, Troika, clusters of Agencies, individual Agencies, from July 2019 onwards. Heads of Agencies will define their course of action during 2019, as they will be discussing the new strategy for the EUAN post-2020 in several occasions.

3.2 Further use of the results of the Performance Framework

The PDN will devote a major part of its program to furthering the work performed so far. In particular, the self-assessment toolbox for implementing performance/results based orientations developed in 2018 will be used by interested individual agencies on a voluntary basis to assess their performance level. This will build on a set of updated and new (key) performance indicators, used to measure and report on performance in key business areas of each Agency. A concept paper will be developed on “impact measurement” to the attention of Heads of Agencies and the European Parliament. A high level mapping of key processes common to all EU agencies will be developed. The PDN will finalize the methodology to monitor the use and benefits of the shared services to demonstrate the potential of synergies and efficiencies between agencies.

Exchanges of experiences, provision of guidance and feedback will support the Agencies to adjust their performance.

3.3 Discharge process

In 2018, the standardised questionnaire (SQ) was re-introduced with the CONT Committee in its originally envisioned way and purpose. The SQ should facilitate the annual collection of information and help to identify trends among Agencies. The European Parliament (EP) and European Court of Auditors (ECA) advanced the timeline for discharge by 1.5 and 1 month respectively.

In 2019, due to the incoming new EP just around the time of the launch of the discharge follow-up report and the SQ, the focus of the EUAN will be to ensure a close cooperation and communication with the CONT Secretariat and CONT Committee throughout the process. The EUAN will review and share its experience of the 2017 discharge process with the CONT Committee and the current and future discharge rapporteurs.

3.4 Development of additional sources for financing

The Working Group on identifying additional forms of funding will finalize its work in 2019. They will present the summary of their work with possible recommendations to the Heads of Agencies in the February 2019 meeting. The 2019 work plan will then be amended based on the guidance and decision of Heads of Agencies.

4 Outward communication

The EUAN will continue to increase the visibility of the EU Agencies vis-à-vis key actors at EU institutional and national level as well as EU citizens. In this, the Network's activities will complement and build on the communication work carried out by individual Agencies.

The year 2019 will bring remarkable changes within the EU architecture: the present EP will have its last meetings in April, elections of the new Parliament will take place in May 2018, and new Members will convene for their first Plenary in July. The new Commission will be elected in October, and start its work in November 2019.

This means that the EUAN will have both challenges and opportunities when it comes to outward communication. One of the opportunities would be to illustrate, maybe together with host country authorities, the added value of EU decentralized Agencies directly to EU citizens before May elections.

In October 2018, the HCIN presented to the Heads of Agencies proposals for outward communication in 2019, and based on this discussion the work plan will be amended.

The possibility to organise another EU Agencies Forum at the beginning of 2020 will be explored.

4.1 Security

Security in the EU has always been a crucial topic but over the past years, it has become a major matter of concern, due to the rise of terrorism, radicalization and cyber enabled threats. As these issues can only be resolved jointly and with high level of expertise, the role of EUAN members has been highly valued for their operational and technical support to the EU institutions, Member States and third countries.

Communication with the Commission in 2018 clearly demonstrated that a strong coordinated EU response is required in *all security areas* and that there is a potential for closer cooperation between EUAN and the Security Union Task Force. During the years 2019-2020, the EUAN members should thus continue to consolidate their efforts to identify further collaboration opportunities in the field of security and safety between all stakeholders.

5 Internal governance

5.1 Shared Support Office (SSO)

During the year 2019- 2020 the focus of internal governance of the EUAN will be in consolidating the work of the SSO, and calibrating the collaboration between the Coordinating Agency, Troika, and the SSO. The main objectives continue to be to bring the SSO to maximum possible capacity and ensure appropriate provision of administrative, operational, and secretarial support to the Network, and in particular to the Coordinating Agency.

As the additional TA post was made available for the EFSA in 2019 Budget, they carried out the recruitment of the Head of the SSO, and the post was filled as of 1 November 2018. In 2019 - 2020 the

SSO will be composed of the Head of SSO, and three CA posts, which is one CA less than originally planned. The capability of the SSO to accommodate all present tasks with this composition will be reviewed by Troika before the end of 2019. The report will be presented to the Heads of Agencies Network in their October 2019 meeting. The Appointing Authority responsibilities will continue to be ensured by respective Recruiting Agencies, in accordance with the guidance document adopted by heads of Agencies in May 2018.

Working relations between the SSO and the EU Institutions have been established but will be further enhanced. Services provided under mutual value creation to the EU Institutions will continue with the available capacities in the SSO and Coordinating Agency.

5.2 Strategy Agenda post-2020

The Dublin Agenda was the first global agenda of the EU Agencies network that identified its principal focus areas and broke them down into concrete actions that eventually formed the core of the annual Work Programme. This agenda will be in force until 2020 but the preparations to form a new strategy will be carried out in 2019 through workshops dedicated to Directors. While preserving the focus on shared services and mutual value creation, the following elements will also be taken into account.

5.2.1 Sustainable Development Goals (SDGs)

In 2018, the Coordination launched a survey consulting the Network on the implementation of the Sustainable Development Goals in the Agencies. The results demonstrated that EUAN members contribute to all 17 SDGs, either directly introducing them in the Working Programs and strategies or in other more implicit ways.

As the Commission is currently working on a reflection paper “Towards a Sustainable Europe by 2030”, it is evident that SDGs will determine significant part of Agencies’ work in the upcoming decade and thus should be reflected in the new strategy.

In the aforementioned survey, the majority of Agencies have expressed their consent for including SDGs in the post-2020 strategy agenda. In 2019-2020, the Network should aim to determine a way and a form of including SDGs in the future EUAN strategy.

5.2.2 Extranet

The SSO will be responsible for the administration of the Extranet as specified in the Terms of Reference (ToR). EUIPO will host the Extranet platform until 2025. The future modalities of the Extranet will be included in discussions on the post-2020 EUAN strategy, starting in October 2018.

5.2.3 Key Performance Indicators

In 2018, EUAN conducted preliminary evaluation of the current strategy that provided status quo on the implementation of the Dublin Agenda and in particular demonstrated progress in mutual value creation in the exchange with the EU institutions. However, this evaluation has identified the lack of performance indicators or parameters to measure the level and success of the existing framework.

During 2019-2020, PDN will develop such indicators, which in the future will make it possible to determine the rate of progress in implementing EUAN's strategy.

To sum up, the future post-2020 strategy should involve all members of the network, as well as external stakeholders, and should give tangible added value to all EUAN members and EU institutions. In 2018-2019, the Network should jointly elaborate on the vision and mission of the future strategy. The post-2020 strategy agenda should also take into consideration the new MFF 2021-2027 and new Commission priorities.

6 EUAN subnetworks

Sharing of knowledge and best practices is an important element of collaboration within the EUAN. Therefore, it will continue to form the basis of the Sub-networks' work programs for 2019-2020.

- HCIN - enhancing the work of all Agency staff involved in communication, including press officers, web managers, editors, social media managers, and internal communication officers.
- 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).
- IAAN - accounting issues (recoveries, dunning, new buildings).
- IALN - legal services.
- ICTAC - IT governance and IT security, in cooperation with CERT-EU; Cloud Governance and Digital Workplace, in cooperation with DIGIT and CII.
- EFRAN - further follow-up of MFF discussions and any matter related to the collection of fee receiving agencies.
- IAAPN - discussion on appeal proceedings.
- EU-ANSA - overview of scientific activities, open data, peer-review practices and uncertainty.
- NAPO - procurement issues

ANNEX 1 – Highlights of subnetworks actions 2019-2020

	ACTIVITIES	DELIVERABLES	LEADERS	STRATEGY AGENDA OBJECTIVE ¹
EUAN	Shared Support Office (SSO)	Bring the SSO to maximum possible capacity to proactively support the Coordinating Agency. Revise the existing division of work.	Coordinating Agency SSO	SSC
	EUAN post-2020 strategy agenda.	Preparation and development of the new EUAN strategy post-2020.	Coordinating Agency	MVC
	Extranet	Propose how to present and reorganise the information in the Extranet.	SSO	SSC
	House of Agencies	Identify responsible actors to take the administrative burden.	Coordinating Agency SSO	SSC
	Brexit	Continue to provide forum for exchanging views and practices as regards Brexit related issues.	Coordinating Agency SSO	MVC
HR	Human Resource Management (HRM) community	Update the list of HR practitioners (with sub-categories according to specialisation). Promote and strengthen Extranet as a virtual platform of exchange on HR matters.	Coordinating Agency SSO	SSC
	Staffing and staff development	Conduct workshops on HR matters with focus on sharing of experiences and tools.	Coordinating Agency	SSC
	Interaction with institutions	Annual meeting with DG HR in February; annual meeting with AASC in February; continuous follow-up on the work of the Standing Working Party and Interinstitutional Bodies and Committees.	Coordinating Agency SSO	MVC
	SYSPER for Agencies and JUs	Participate at the Working Group, the Steering Committee and the Interinstitutional Governance Board	Coordinating Agency SSO	SSC
FIN	Budget procedure	Coordination and conveying of Network members' input at the various stages in the process	Coordinating Agency SSO	MVC
	Discharge procedure	Coordination and conveying of Network members' input at the	Coordinating Agency SSO	MVC

¹ SSC: Shared services and capabilities; MVC: Mutual value creation with EU institutions; OC: Outward communication; IG: Internal Governance

		various stages in the process		
IAAN	Accounting Correspondent - overview	Presentation and discussion	GSA BBI-JU FCH-JU	MVC
	Brexit – accounting impact	Presentation and discussion	BBI-JU	MVC
	Accounting treatment of financing that complements EU Budget subsidies	Presentation and discussion	EASA ETF FRA EMCDDA EFSA	MVC
	Cost allocation	Presentation and discussion	Clean Sky-JU EASME	MVC
	Assets – new threshold	Presentation and discussion	EUROFOUND EUROJUST F4E EASA EASME	MVC
IALN	Civil Service case law Procurement case law Delegation of AIPN powers Shared services (SLA) Anti-fraud Legal challenges concerning data collection, storage, exchange and public release by EU Agencies ('data sharing') (new WG) Interaction of Agencies with supervisory bodies (new WG)	Possible reports	ECDC EUIPO	SSC
	Task Force: Article 110 SR – advice provision to the SWP	Possible report Advice on request of the SWP (according to the procedure established in 2017) Stock-taking exercise in Autumn 2019	FRONTEX EUIPO	MVC
	Brexit: set up/deploy WG if necessary (tbc on hold in the short term)	Impact on the Agencies (beyond the staff issues)	FRONTEX EUIPO	SSC
	Support to HoA for internal governance	Followed up by the Troika; IALN Chair informs the IALN members end of 2019	ECDC EUIPO EFSA	IG
	2019 IALN training	Tbc - Organise a training during Spring 2019	ECDC	SSC
ICTAC	Digital Shared Services	Presentations to be included in the 2019 ICTAC meetings specifically focused on: - Digital Shared Services initiatives (e.g. Sysper, e-HR, Virtual Desktop, Flowform workflows) - Update on the Digital Shared Services roadmap for the period 2019-2020 (e.g. Agency in a cloud, collaboration with the PDN network)	EFSA CEDEFOP ECDC EUROFOUND	SSC
	Digital Workplace	Presentations to be included in the 2019	ECDC EFSA	SSC

		ICTAC meetings specifically focused on: - Roadmap for the cloud, with a particular focus on the implementation of Office 365 - Follow the EU Login services of DIGIT to ensure alignment of the agencies strategies in identity management	EEA	
	Emerging Technology	Presentations to be included in the 2019 ICTAC meetings with specific sessions focused on: - Follow up of the Artificial intelligence usage at the EU Agencies for skills intelligence and declaration of conflict of interests.	EFSA EUROPOL CEDEFOP	SSC
	Better IT Governance and Security	Presentations to be included in the 2019 ICTAC meetings with specific sessions focused on: - Cloud Governance Framework - CII collaboration initiatives - Implementation of the Regulation 2018/1725 on personal data protection - Secure email initiative	EFSA CEDEFOP ECDC EDPS, FRA, REA (data protection) EMSA (secure email)	SSC
NAPO	Methodology for estimating the savings generated by joint procurements	The draft methodology proposed by EFSA and tested by ETF and EUROFOUND on 5 most recent joint procurements.	EFSA	SSC
	Highlight the expected NAPO added value and define the deliverables.	The program must highlight the multiannual perspective, including, but not limited to, a Multiannual Plan of Interagency Calls for Tenders.	EFSA	SSC
	SLA for chargeback mechanism	Agencies to establish an SLA based on the savings estimates methodology, which would allow a chargeback mechanism in line with similar mechanism utilised by Commission.	EFSA	SSC
	Suggestions for DIGIT for further improvement of the e-prior / SEDIA suite	Enrolment into User Group, so as to shape the tools that are being developed.	EFSA	SSC
	Cooperation with the IALN network to produce an annual update on relevant case law in the field of procurement	Organising the liaison with the IALN Chair. Sharing and utilising the presentation on case law by 2017 NAPO.	EFSA	SSC

P D N	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	EFSA	SSC
	Evaluations	Exchange of good practices on implementing evaluation	ETF	MVC
	Revision of the SPD template/guidelines and exchange of practices on SPD preparation	a) Follow up with the EC/DG BUDG of the proposed revised template and guideline b) Exchanges on internal SPD preparation communication, monitoring practices c) Review of the landscape of IT tools to support preparation and monitoring the SPD	a) EUROFOUND EMCDDA b) ECDC c) ECDC (jointly with ICTAC)	MVC
	Review of the state of play and exchanges of practices in Activity based management	Update on the state of play of agencies's ABB/ABC and exchange on their use for activity based management practices	ECDC	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) Concept paper on "impact measurement" to the intention of Heads of Agencies and European Parliament (concept, applications, challenges and practical examples from agencies' point of view)	ECDC EFSA	MVC
	Mapping of agencies' management high level processes	Identification and high-level mapping of key processes supporting management across all agencies, focusing on common key elements.	ECDC	MVC
	Exchange on good practices with a focus on 4 areas: a) Governance management b) Management systems: Quality management, change management, document management, sustainability,	a) Exchange on frameworks, methodologies, governance and change management on Strategy, Portfolio (project& process), Budget b) Integration of Management System: Quality Management, Document Management System (records),	a: EFSA b: EFSA/EUIPO c: EFSA	SSC

	certification (EMAS, OHSAS, etc.) c) Internal Control System	Sustainability, Environment Management (EMAS), Safety at work (OHSAS) d) Exchanges on implementation of the new Internal Control Framework (ICF) in agencies		
EFRRAN	Follow-up of Performance Based Management and IIWG2/MFF discussions on fees received by Agencies	Further follow-up on performance based management Continue the follow-up on the IIWG2 and the EASA pilot case Monitoring MFF discussions concerning fees received by Agencies	EUIPO	SSC
IAAPN	Discussion on appeal proceedings TBC	TBC	SSC	Discussion on appeal proceedings TBC
EU-ANSA	The 'EU-ANSA Agencies Engagement in the EU Research Knowledge Cycle	An overview paper will be published and a short opinion piece based on the paper will be submitted for publication in a peer-reviewed journal. The research knowledge cycle paper used as a starting point for communication with institutional stakeholders Continuation of work on 'research clusters'	EMCDDA	MVC
	Scientific uncertainty: approaches within EU-ANSA Agencies	The draft reflection paper on 'Approaches to assess and manage scientific uncertainty: examples from EU ANSA Agencies' will be finalised and published and a short opinion piece based on the paper will be submitted for publication in a peer-reviewed journal.	EMCDDA	MVC
	'Overview of the scientific process of the EU Agencies network for scientific advice (EU-ANSA)'	A stocktaking exercise is foreseen in 2018 regarding the need for a fundamental rewrite of the paper.	EMCDDA	MVC
	Agencies approaches to 'open data' and 'open science'	Further information exchange with the Open Data Portal (ODP) and the Open Science Policy Platform (OSPP). It is foreseen that EU-ANSA agencies will participate in ODP survey on Open Data.	EMCDDA	MVC
	'Futures' (foresight, forecasting, horizon-scanning, early warnings)	The 'futures' Working Group will undertake a mapping exercise of terminology used by Agencies.	EMCDDA	MVC
	Raising awareness of EU-ANSA activities	A web page for EU-ANSA Flyer	EMCDDA	OC

HCIN	Knowledge exchange and capacity development	Knowledge exchange and meetings by heads of communication, internal communication community of practice, editors and web editors	ECDC	SSC
	Strengthen the reputation of the Network	Communicate the value that Europe brings to citizens, in view of upcoming European Parliament elections	ECDC	OC
	Promote the positive impact on society achieved by the work of the EU Agencies	Communicate the value and services of agencies to new European Parliament	ECDC	OC

ANNEX II – Meetings timeline



EUAN Meetings Timeline 2018-2020

