2024-2025 WORK PROGRAMME OF THE EU AGENCIES NETWORK

European Institute of
Innovation & Technology

A body of the European Union

CEPOL

EUROPEAN UNION AGENCY FOR
LAW ENFORCEMENT TRAINING

EU
Agencies
Network

FOREWORD

Working across Europe, the 49 EU decentralised Agencies and Joint Undertakings (JUs) bring the European Union closer to its citizens, enhancing the quality of life and protecting individuals. The EU Agencies contribute to the implementation of EU policies and strive for the development of a more sustainable, inclusive and competitive Europe for the benefit of all EU citizens.

The year 2024 will be marked by changes in the institutional context of the EUAN with a new European Commission expected to take office following the European Parliament elections, leading to new policy priorities and new structures. The EIT and CEPOL are committed to lead the EUAN in this context and raise the visibility and profile of the EU Agencies as trustworthy partners towards the EU institutions as the Network delivers key tasks to citizens while being placed on the ground across the Member States.

The new European Commissions' priorities and midterm review of the Multiannual Financial Framework will certainly require us to adapt our multiannual strategy 2021-2027 to the new circumstances, that we are committed to finalise.

We expect that the twin transition towards climate neutrality and digitalisation will continue to stay high on the agenda, as they are existential for Europe in terms of security, welfare, and competitiveness. Digitalisation and greening are mainstreamed in the Agencies' and JUs' work. Therefore, we would like to strengthen the EUAN's focus on progressing common knowledge, boosting knowledge sharing, and shape learning for our common benefit in these two areas.

Martin Kern   Montserrat Marín López
Director, EIT   Executive Director, CEPOL

TABLE OF CONTENTS

I. INTRODUCTION

EU decentralised Agencies and Joint Undertakings are not only the implementing bodies/agents of European policies but bring the EU closer to citizens by generating EU initiative results that are tangible. The Agencies and JUs improve citizen quality of life and contribute to their overall well-being.

Recognising the enormous potential for exploiting synergies, collective experiences, knowledge and for creating common positions, the Heads of Agencies and JUs established the European Agencies Network (EUAN) in 2006. The EUAN is currently composed of 51 Agencies and JUs. Its main decision-making and strategic bodies are the Assembly of the Heads of Agencies and the Assembly of Heads of Resources. The Coordinating Agency's main task is to elaborate the yearly priorities of the Network and coordinate its work for 12 months.

From 1st March 2024 to 28th February 2025, two Agencies, the EIT and CEPOL, both based in Budapest, will jointly coordinate the work of the Network. The EIT is linked to multiple actors, in the field of academia, research and education and brings in its expertise in knowledge sharing, training, upskilling, and innovation. CEPOL is a hub for training law enforcement officials in the skills they need to prevent and fight the crimes with the skills, knowledge, and competencies to successfully tackle the European security threats.

EIT and CEPOL will closely work within the Troika, which is composed of the previous coordinator (the European Insurance and Occupational Pensions Authority, EIOPA), the current coordinators (EIT-CEPOL) and the upcoming Coordinating Agency (the European Union Agency for Cybersecurity, ENISA). The Brussels-based EUAN Shared Support Office (SSO) assists the EUAN bodies in their daily work. The Agencies and the JUs work together on several fields of common interest; mainly, but not exclusively, in Sub-Networks (SNs) and in their respective Working Groups and Task Forces.

This Work Programme (WP) is embedded in the EUAN Multiannual Strategy for 2021-2027, and builds on the achievements of the former Chair, EIOPA. The WP also reflects the discussions in the EUAN and the actions flagged by the Sub-Networks (SNs)[1]. The WP preparation has been coordinated with EIOPA and ENISA, to ensure continuity in the implementation of the EUAN multi-annual strategy.

In line with the Terms of Reference (ToR) of the EUAN, the Coordinating Agencies submit this Work Programme for endorsement by the Assembly of the Heads of Agencies.

II.   PRIORITIES FOR 2024-2025

The Network's Multiannual Strategy for 2021-2027 sets out the main, overarching priorities which are identified around two axes:

- EUAN as a role model for administrative excellence and
- EUAN as a valued institutional partner.

The EUAN's strategic priorities will remain pertinent in the current MFF after the institutional changes. As they need to be adapted to the changes, there is a need to adjust the strategy half-way through.

This work programme implements the EUAN strategy for 2021-2027, is putting emphases on the following rolling tasks and reinforced priorities:

1) Finalisation/ roll out of the EUAN governance reform and mid-term review of the EUAN multi-annual strategy;
2) Increase efficiency and cost-effectiveness in Agencies and JUs;
3) Contribute to the "Greening the Commission" plan to achieve climate neutrality by 2030;
4) Agencies and JUs as attractive employers, including diverse and inclusive Agencies and JUs, fostering inter-agency mobility and staff exchanges;
5) Address Agencies and JUs' specific needs by increasing the sphere of influence through pro-active and visible interaction, in particular in the midst of institutional changes, mid-term evaluation of EU programmes;
6) Enable the Agencies/ JUs to contribute to the effective and efficient functioning of the EU in their capacity as independent partners of the EU institutions.

STRATEGIC PRIORITY 1.   WE ARE A ROLE MODEL FOR ADMINISTRATIVE EXCELLENCE

Agencies and JUs serve the citizens, and the EUAN works together so that more benefits reach citizens, through a responsible, effective, and efficient use of taxpayers' money.

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

The Agencies are constantly evolving into a more complex form of administration, harvesting the efficiency gains offered by digitalisation and shifting from data and information to pooling knowledge and insights. In so doing, the Network positions itself as a role model for administrative excellence by

fostering more synergies and generating cost savings. This concerns all relevant administrative functions of Agencies and JUs (e.g. ICT, HR, greening and science).

Deliverables	Expected outcome	Lead
Facilitation of shared services amongst EUAN members • Amplify corporate EU communications campaigns when relevant by strengthening cooperation with EU institutions • Shared services awareness campaign • Presentation and implementation on shared services in areas of common interest to SNs • Shared services pilot in the field of HR, procurement and cybersecurity • Steer the work of the ongoing Task Forces in the HR area (confidential counsellors, revision of SLAs with COM services) • Support the work of the ongoing Working Groups and Task Forces in the HR area (AES, D&I, SWP)	Greater awareness and conscious use of shared services among EUAN members Better preparedness and administrative excellence in the field of HR, procurement and cybersecurity EUAN members swiftly access information and services; efficient and secure EUAN collaboration	Troika, SSO, TF/ WG on Shared Services/ HCIN/Volunteering Agencies Troika, SSO Chairs of the WGs/TFs, SSO, IALN consulted
Implementation of the new Cybersecurity regulation • Coordinate a training between CERT-EU, ENISA and ICTAC • Cooperate with IICB in the Cyber Security regulation agenda and timeline • EUAN representation on the Interinstitutional Cybersecurity Board (IICB)	Swifter adaptation to the obligations foreseen by the legislation. Established process of internal consultation and coordination of EUAN positions on the IICB	ICTAC, Troika Coordinating Agencies, SSO & appointed representatives
"Seeds for the Future" • Assess how new generation employees/trainees see the approach to work with contribution of all SNs especially one which could attract young people and women	More in-depth understanding of the modern digital working environment	HoR, SN chairs, SSO

The work of the Agencies is built around the expertise in EU policies. Accordingly, the Agencies' /JUs' operations require a certain level of independence from external interference, while respecting their legal base.

Key Performance Indicators (KPIs)

- A fully operational EUAN collaborative workspace by Q2 2024;
- Awareness raising among all the SN Chairs on the shared services and extend to each interested SN;
- Proposals for potential shared services;
- Number of activities implemented in the Shared Services pilot;
- Number of meetings organised with the EUAN representatives to efficiently represent the Network's position on the IICB;
- Establish an effective and inclusive process in the consultation of the Network members by the IICB representatives and the agreement on common EUAN positions to be represented in the IICB;
- Consolidated list of ideas, recommendations and actions, and assessment of their possible implementation in relation to the "Seeds of the Future";
- At least two training and security exercises organised by CERT-EU, ENISA and ICTAC;
- Mandates of Task Forces are delivered and communicated to the EUAN;
- Action plans of Working Groups are implemented and communicated to the EUAN;
- AWPs of SNs have an element on the contribution/links with the shared services.

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

The Network is on its way to becoming greener, more sustainable and more digital by increasing efficiency through knowledge-sharing. It is committed to the implementation of the global sustainable initiative 'The EU Agencies and JUs towards a sustainable future'[2] and the 'Charter on GHG reduction and responsible environmental management'[3].

The EUAN also supports its members by acting as a knowledge hub and centre of expertise, where members share best practices and information as well as share trainings to continuously stay on the top of the cutting-edge technologies used in the professional context.

It is also of key importance to keep up with new trends and that the Network is ready to raise AI awareness and leverage AI tools.

---

[2] In accordance with the decisions of the Heads of Agencies and Resources to be taken at their February 2024 meetings on shared capabilities on sustainability.
[3] The Charter is foreseen to be adopted by the Head of Agencies in February 2024.

Deliverables	Expected outcome	Lead
Sharing resources, capabilities and knowledge • Map out the activities across EUAN on AI and explore the feasibility of a common approach consistent with Commission's initiatives on AI • Assessment of AI tools under development in view of their possible sharing among Agencies	Foster inclusive collaboration among all stakeholders and enhance the collective efforts of EUAN in AI Strategic and inclusive inter-agency collaboration on AI is facilitated in areas where AI can bring benefits and foster for synergies and efficiencies Offer tailor made training on the opportunities and risks in using AI in the work of EU Agencies	AI WG, TF/WG on Shared Services, SSO AI WG, Coordinating Agencies, SSO, ICTAC AI WG, Coordinating Agencies, SSO, ICTAC
Horizontal approach for greening the Agencies • Mainstream of greening across the SNs and their AWPs • Explore the possibility of a twinning mechanism for sustainability reporting (2024) • GHG emission calculation methodology	More coherent planning and reporting on greening, streamlining of the greening activities across the SNs Network members are aware of how to introduce sustainability reporting in their institution More Agencies measuring GHG emission using the discussed methodologies	GN and PDN

Deliverables	Expected outcome	Lead
Support EUAN members in EMAS • EMAS twinning: peer-to-peer support between agencies similar in size/ mandate (continuous) • Explore the possibility of capacity development on internal auditing in the EMAS audits	Increase the number of Agencies and JUs having implemented EMS and possibly validated by EMAS with publicly available commitments	GN
New ways of working • Contribute to the evaluation of the WTHW Working Time/Hybrid Working GIP/ Model decision	Clear communication to the Commission on the experiences with the WTHW GIP/Model decision in the Agencies and what changes in the GIP/Model decision would be considered beneficial to attract (young) professionals.	Coordinating Agencies, SSO

KPIs
- In the case of the twinning: the sustainability reports issued by the Agencies;
- Agencies measuring GHG emission using discussed methodologies;
- Online workshops organised;
- The progress of Network members adopting the EUAN Charter on greenhouse gases (GHG) reduction and responsible environmental management;
- Follow up with the horizontal initiatives from several SNs and Commission on AI (end of Q1 2024);
- AI training (Sept. 2024);
- Communication to the Commission on the Agencies/JUs experience implementing WTHW rules.

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

Good governance is a key element in reaching administrative excellence and in using public resources efficiently and responsibly. The governance reform will continue in line with the agreements reached during the meeting of the Heads of Agencies on 8 February 2024.

Many Agencies are undergoing change due to internal and/or external factors: changes in mandates, leadership, new technologies and stakeholders or other developments require adaptation and continuous performance management.

Another increasing trend is the use of contribution agreements by Commission DGs to the Agencies to implement policy related activities. Although this is an interesting way to use the knowledge in the Agencies, such contribution agreements provide specific organisational challenges for Agencies.

The collective knowledge and experience in the EUAN on all these matters could be used for the benefits of all.

Deliverables	Expected outcome	Lead
Enhance the EUAN structure and governance • Preparation of the implementation of the governance reform, such as o Changes in the EUAN decision-making process o Changes in the rules and procedures for delegation of powers o Framework for coordination, cooperation and communication among the various EUAN bodies o Revision of the EUAN ToR • Development of KPIs to support the sound assessment of the governance reform and its benefits (review clause to be agreed upon)	Robust and streamlined governance, with clear responsibilities and tasks among the EUAN bodies Clear processes (implementation of EUAN governance and reporting) and effective meetings Better exploitation of synergies and cross-fertilization on horizontal issues	Troika, IALN, SSO
Review of the EUAN Strategy and Implementation Roadmap • Review of the Strategy and the Implementation of Roadmap: final version adopted by HoAs [Q4 2024]	Adjusted strategy and implementation roadmap responding to the internal and external developments. Accessible living document	HoAs, Troika

Contribution of EUAN to an agile legal framework and the next MFF • Mapping of the challenges in the implementation of Contribution agreements • Consolidation of shortcomings faced by EUAN members in the application of the current Procurement rules • Launch a call for interest to participate in an exploratory TF on new mechanisms for MFF 2028-2036 • Collect proposals for safeguards mechanisms that could be discussed with COM to enhance the oversight and cooperation and help in building trust and in avoiding future attempts to introduce COM's veto right	Concrete proposals to improve the current challenges faced by EUAN members, which will be discussed with legislators and put forward in the next Fin Reg. revision, as well as part of the discussion with the DGs in preparation for the MFF 2028-2036 The consolidated proposals will serve as a basis for a strategic and political discussion at the highest level under objective 2.2	HoA/HoR/Troika/IALN/SSO NAPO/ SSO Coordinating Agencies & PDN/IALN/Internal controls Coordinating Agencies & SSO
To further develop the SSO delivery capability • SSO further development (staff, responsibilities, legal entity, operating model) • Shared Services under SSO • Reinforce its analytical and policy-based tasks in horizontal matters	Reinforced structure, staff, new responsibilities towards a body for Central Services and Coordination Increased reliance/seeking advice on policy analysis by Members in horizontal issues	Troika, IALN consulted

KPIs
- New EUAN Terms of Reference are drafted, legally reviewed and adopted by Q4 2024;
- First set of governance changes are implemented by Q4 2024;
- Fully fledged EUAN governance model and structure is operational as of 1 March 2025;
- The EUAN Multiannual Strategy for 2021-2027 is reviewed by the end of Q4 2024;
- SSO development plan in terms of responsibilities and staffing is prepared in dialogue with the Network's Members and endorsed (Q4 2024);
- Two workshops or working sessions are organised on the concrete improvements, including suggestions for legislative changes, with one workshop on the implementation on the contribution agreements and one workshop on the revision of Procurement rules, both organised in light of a general revision of the Financial Regulation (Q1-Q2 2024);
- Consolidation of specific proposals on ways forward or changes to the legal framework concerning Financial Regulation, MFF and the flexibility in the use and planning of resources.

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

The post COVID-19 pandemic world has fundamentally changed job-seekers' expectations. More flexibility and work-life balance are in 'high demand' and need to be addressed if Agencies/JUs are to be able to attract, recruit and retain the best talent. This will need to be balanced by the need to create a common culture with the individual Agency/JU. The EUAN will attempt to capitalise on the established fact that jobholders and job-seekers seek more flexibility and work-life balance to improve the attractiveness of the Agencies and JUs as employers. A continued focus on diversity and inclusion as well as on a better geographical staffing balance will continue to be part of the EUAN's agenda in the next period. The disruption caused by the pandemic should be seen as an opportunity to review and reset the traditional working practices of Agencies/JUs.

Deliverables	Expected outcome	Lead
Understanding the main drivers for increasing attractiveness of EU Agencies and JUs and proposal for a set of actions, in particular for reaching better gender and geographical balance • To follow-up on the recommendations drawn from the 2023 attractiveness survey exercise. Disseminate the content and monitor implementation of recommendations	Talent is attracted and retained in Agencies/JUs ensuring that we have the right people, in terms of diversity, gender, geographical and generational balance in the right place, at the right time	HoR / SSO / Volunteering Agency with data analyst and HCIN / ILAN consultation

Deliverables	Expected outcome	Lead
• To populate with content the HR Factbook (Q4 2024) and to disseminate it (as of Q1 2025) • To launch the inter-agency quantitative collection of staff data and use it to update the HR Factbook accordingly • To facilitate the implementation of Agencies´ strategies to avoid conflict of interests and support Agencies in raising awareness on conflicts of interest and outside activities		
Advancing the diversity and inclusion agenda • Diversity and Inclusion Action Plan implemented at EUAN Agencies and JUs level, including raising awareness on psychological safety at work [Q1 2023 - Q1 2024] • To raise awareness of the need for Agencies/JUs to provide a reasonable work environment for staff with special needs due to visible or invisible disabilities. Assess and monitor the 70% implementation of the EUAN Charter on D&I in 2024 and see if for 2025 it would be realistic to aim at a new/higher overall target [2024] • D&I award process organised [Q1 2024-Q1 2025]	Enhanced D&I, psychological safe environment, good corporate culture The Agencies will move towards a more diverse and inclusive labour force. The D&I action plan will provide practical tools that can be implemented at all Agencies to ensure further improvement on a psychological safe environment	HoA, HoR / SSO/ WG D&I HCIN
Fostering EUAN staff exchange (short-term) and inter-agency mobility (medium/long-term) • To encourage EUAN staff exchange programme through an awareness campaign sharing previous good practices [Q2 2024 – Q3 2024] • Share lessons learned from different exchange programmes (e.g. JHA exchange programme) • To raise awareness of inter-agency mobility within the EUAN and towards the outside	Increased inter-agency mobility and continue encouraging staff exchanges, raising trust and collaboration amongst Agencies and JUs A more systematic reporting to SSO regarding ongoing staff exchange practices	HoR / SSO/ HCIN

Deliverables	Expected outcome	Lead
world by using the guidelines developed in 2023 and via improved EUAN website and VNs [Q2 2024-Q1 2025]		
Increasing the outreach on EUAN job vacancies • To share best practices for reaching a better geographical balance based on experience of advanced Agencies and the Commission action plans on geo-balance [Q1 2025] • To optimise (coordinated, cost-efficient) EUAN participation at career fairs in MS with imbalanced representations in Agencies to increase Agencies' visibility [Q1 2024-Q1 2025] • Improved information on EUAN website supporting the outreach and promotion of EUAN [Q1 2024 – Q1 2025]	Visibility and reputation of Agencies/JUs is increased	HoHR /SSO / HCIN

Deliverables	Expected outcome	Lead
Attractive employers (including diverse and inclusive Agencies and JUs, fostering inter-agency mobility) • To share good practices on the practical aspects of the ethical framework in which the Agencies' work. This framework is defined by general implementing provisions on the Staff Regulations (e.g. prevention of harassment, outside activities etc.) and the Financial Regulation (e.g. conflict of interest). Strengthening of Agencies' staff on the ethical framework by offering awareness sessions (webinars, EUAN talks etc.) on the topic.	High ethical standards and promotion of culture of ethics within the Agencies/JUs	HoHR/SSO in cooperation with interested Agencies and SNs like IALN
Inventory of all kinds of staff fringe benefits, relating decision by Host Member State/Region/City and/or Agencies' management	Overview of privileges and benefits of Agencies' staff in different Host Member States in comparison to staff of Commission in Belgium & Luxembourg.	Coordinating Agency, SSO
Diversity and Inclusion Award	D&I award handing out during the October 2024 meeting	Coordinating Agency, SSO, Troika

KPIs
- One internal communication campaign to disseminate the recommendations on attractiveness;
- One external communication campaign to disseminate the 1st edition of the HR Factbook in Q1 2025;
- Number of downloads of the EUAN HR Factbook Q1 2025;
- D&I Award ceremony during October 2024 meeting of Heads of Agencies;
- One Agency implements an internal policy to provide reasonable accommodation at the workplace for staff with disabilities;
- Two staff exchanges under the umbrella of the EUAN staff exchange programme by Q1 2025 Knowledge sharing sessions on ethics and integrity. Inter-agency quantitative survey on staff nationality. Participation in 4 job fairs/career markets in diverse geographical locations.

STRATEGIC PRIORITY 2. WE ARE A VALUED INSTITUTIONAL PARTNER

The establishment of the new European Commission and European Parliament brings a unique opportunity to the Network to raise its profile as reliable allies towards its institutional partners. The EUAN will follow closely the formation of the new European Parliament and start to liaise with the relevant MEPs. It will also get familiar in a timely manner with the new structure of the European Commission and create links with the EU executive both at high- and technical levels.

One of the main goals is to increase the sphere of influence of the EUAN through pro-active and visible interaction with our institutional interlocutors, including through timely involvement in the policy cycle, in particular by giving inputs in the mid-term evaluation of EU programmes and foresight activities.

The EUAN is also committed to further reinforcing the Network's brand communication (e.g. via the increased use of shared- and innovative services and its related budget efficiencies). At the same time, reinforcement of internal communication channels will be continued to facilitate knowledge sharing and collaboration.

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

Deliverables	Expected outcome	Lead
Strengthening information, communication and collaboration • Development of a collaborative workspace for EUAN members [Q2 2024] • Roll out of a new visual identity and the developed assets and templates (Q2-Q3 2024) • Further development and update the EUAN key messages • EU Agencies campaigns [Q2 2024-Q1 2025] • Creation of a database of communication tools that have already been identified as compliant with appropriate regulations and are in use in EU Agencies [Q1 2025]	Better outreach to the wider public and positive perception of Agencies' and JUs' added value to EU institutions and citizens Dissemination of good practices implemented in Agencies/JUs as role model for and exchange of good practices with other EUIABs Simplified the messages to support the EUAN positioning towards decision-makers	Troika, SSO, HCIN WG on D&I

Improved EUAN crisis management • Creation/ Development of a EUAN crisis management framework, with both an internal EUAN dimension and an external one partnering with the EU institutions [Q2 2023 – Q1 2025]	A framework covering the basic principles and rules on communication and collaboration in times of crisis within the Network and with DGs	Troika, SSO, SN Chairs
To streamline EUAN representation at EU institutional working group level • Review of the representation of EUAN membership in (inter)-institutional landscape and provide recommendations on changes [Q42024] • Elaboration of an action plan to follow-up on the main findings of the mapping of the EU institutional groups/for a relevant to EUAN members (Q3 2024)	Enhanced and more impactful Agencies/JUs' representation is achieved in relevant EU institutional groups and fora	Coordinating Agencies, SSO

KPIs
- The new EUAN collaborative workspace is fully up and running by end of Q2 2024;
- New features and visual identity of the EUAN website and materials are implemented by Q3 2024;
- A comprehensive framework on EUAN crisis management covering the basic principles is developed by end of February 2025;
- Common campaigns linked to significant events or themes or work closely with the European Commission and Parliament to help amplify EU messaging;
- Monitoring the performance of the newly created bodies and representations of the EUAN in the Interinstitutional Cybersecurity Board (IICB) and SUMMA Task Force.

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

The work will build upon and further strengthen the relationships established with European institutions during the previous Coordinating Agencies, in order to channel the Network's positions and jointly address common EU priorities.

The start of a new institutional cycle provides an excellent opportunity to raise the profile of EU Agencies and Joint Undertakings with the newly established European Parliament and European Commission.

Deliverables	Expected outcome	Lead
Further positioning of EUAN at EU institutional level and provide a common EUAN standpoint on defined themes and priority areas • Participate and contribute to the semi-annual internal network meetings of the COM representatives in Agencies'/JUs' Management Board • Provide constructive input to EU institutions on the proposed founding act for new Agencies in the making	Strong EUAN role as the first point of contact for the Institutions when approaching the Network members on horizontal matters Agencies' views and concerns are timely and efficiently conveyed to institutional partners	Coordinating Agencies, Troika, SSO

Raise EUAN strategic policy matters with the EU institutions • To address in particular the revision of the MFF 2021-2027, centrally managed programmes and a potential revision of the Staff Regulation • Address at relevant political level EUAN's proposals for revisions of the legislative frameworks including Financial Regulation (based on the proposals prepared under point 1.3)	EUAN recognised as partner in revision of horizontal legal framework Awareness of key political stakeholders of the Networks expertise in contributing with sound proposals to revisions of legislative frameworks (Financial Regulation, MFF 2028-2036)	Coordinating Agencies, Troika, SSO
Positioning and raising the profile of EUAN after the cyclical institutional changes: • Enhancing cooperation and communication with Commission (Agencies Partner DG, early involvement in policy shaping, establish contacts with the new Commission (Q4 2024-Q1 2025); Agencies' key role in areas such as innovation, security, law enforcement, evidence-based research EUAN – Agencies are increasingly used as a tool when it comes to the implementation of key policies, AMLA, Customs Agency, etc. • Position EUAN as centre of expertise based on the new COM priorities, in particular ensure that EU Agencies are reflected in the briefings of designated Commissioners before their hearing in the EP • European Parliament elections and follow-up (new Committees, new priorities, Q3-Q4 2024) • EUAN event with a Presidency of the Council of the EU, based on the priorities of the Presidency and a cluster approach of Agencies/JUs linked to political priorities • Explore the possibility to bring closer EUAN Members and EIT KICs (Knowledge and Innovation Communities)	Better visibility of Agencies perceived as reliable partners and centres of knowledge Agencies and JUs with up-to-date information and understanding of the new institutional setup Opportunities for synergies between EUAN members and KICs	Troika, Coordinating Agencies and SSO in lead, HCIN consulted

KPIs
- Info stand in the EP following the EP elections;
- One event with the Presidency of the Council of the EU involving Network members with relevant expertise on the political priorities set up by the Presidency;
- EUAN Chair to meet the Chairs of the CONT and BUDG Committees;
- Participation in a meeting of the CCC (Conference of Committee Chairs) of the EP;
- Meetings with relevant institutional stakeholders in Q3 and Q4 2023, including the new SecGen, DG BUDG, DG HR; Commissioner responsible for the Agencies files, chairs of relevant EP Committees;
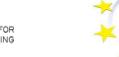- Opportunities for synergies identified between EUAN members and KICs.

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

The future trajectory of foresight at the Commission is currently under review, with discussions ongoing about its evolution and integration into the policy cycle. This process is about cultivating a future-oriented mindset among stakeholders and within policy frameworks. The EUAN wants to continue and extend the ongoing collaboration with Agencies and other partners in order to impact on shaping a future-ready European Union. The EUAN intends to further increase its role in providing impact to future strategic foresight exercises organised by the Commission.

The EU policies as a whole succeed only if individual agencies/JUs succeed. Agencies should continue emphasising the misconception that policy design is separated from its implementation. Members of the EUAN are experts in their policy field, and they can provide valuable advice as they possess knowledge and experience, which can be easily mobilised within the Network. Such expertise should be sought, channelled and considered to ensure good quality of legislative acts, before its adoption.

Deliverables	Expected outcome	Lead
Agencies/JUs' expert contribution to strategic foresight activities • Participation in the next strategic foresight exercise if/when launched by the COM	EUAN foresight well reflected in overall EU approach	Troika/SSO with support from EU-ANSA

Early involvement of Agencies/JUs in policy shaping, implementation and review • Carry on a proactive and fruitful exchange with COM representatives in Agencies/JUs' Management Boards [Q2 2024-Q1 2025] • More systematic engagement with Agencies/JUs on founding regulations review, including during the legislative process in Council and EP, and sectorial policy development [Q2 2024-Q1 2025] • Awareness raising of Agencies/JUs' value added in the development of cross-sectorial legislation [Q2 2023-Q1 2025]	Expertise and knowledge of Agencies/JUs utilised to the maximum extent by the COM services and EU legislators Network formulates its proposal on more inclusion in an upcoming revision of the Better Regulation Pave the way for an inclusive way Agencies will be invited to contribute the new MFF 2028-2034 and Staff Regulation, if relevant	Coordinating Agency, Troika, SSO

KPIs

- EUAN Chair meets with the BUDG Chair to address the need for more involvement in the revision of mandates and legislative financial statements;
- Contribution to the 2025 Foresight Report by Q4 2024.

***

III. ANNEXES

Annex 1. List of abbreviations

AES	Accredited European Schools
AMLA	Anti-Money Laundering Authority
BUDG Committee	European Parliament's Committee on Budgets
CCC	Conference of Committee Chairs of the European Parliament
CERT-EU	The Computer Emergency Response Team for the EU institutions, bodies and agencies)
COM	European Commission
CONT Committee	European Parliament's Committee on Budgetary Control
DG BUDG	European Commission's Directorate General for budget
DG HR	European Commission's Directorate General for Human Resources and Security
D&I	Diversity and Inclusion
EFRAN	European Fee Receiving Agencies Network
EIOPA	European Insurance and Occupational Pensions Authority
EIT	European Institute of Innovation and Technology
EMAS	EU Eco-Management and Audit Scheme
EMS	Environmental Management System
ENISA	European Union Agency for Cybersecurity
EP	European Parliament
EUAN	EU Agencies Network
EU-ANSA	EU Agencies Network on Scientific Advice
GHG	Greenhouse Gases
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
JHA	Justice & Home Affairs
JUs	Joint Undertakings
KICs	Knowledge & Innovation Communities
MFF	Multi-annual Financial Framework