

2018-2019 Work Programme

Network of EU Agencies
under the chairmanship of
Frontex and ECDC



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Introduction

This Work Programme outlines the activities to be undertaken by the EU Agencies Network (EUAN) from March 2018 to February 2019 under the shared chairmanship of the European Border and Coast Guard Agency – Frontex (01.03.2018 – 31.08.2018) and the European Centre for Disease Prevention and Control – ECDC (01.09.2018 – 28.02.2019).

The Programme provides an overview of the Network's planned activities and deliverables, while seeking continuity with actions previously taken by EUIPO and EFSA.

The EUAN will continue to operate in line with the four priorities identified for the period October 2015 - October 2020 by the 5 year Strategy Agenda for the Network of EU Agencies (Dublin Agenda) and focus on added value, efficiency, increasing the Agencies' and Joint Undertakings' visibility and reputation, identifying synergies, and enhancing the Network's internal governance.

During the implementation of the Work Programme new developments and challenges such as the Multiannual Financial Framework (MFF) and the impact of the withdrawal of the United Kingdom from the European Union (EU) will also be taken into consideration. The Network will also take into account that the Heads of Agencies supported EIGE Director's call for engagement in actions against sexual harassment.

Since the Dublin Agenda is currently at its last phase, the Heads of Agencies meeting in May 2018 will provide an opportunity to perform a review of the Network's strategic directions, objectives, and priorities and to update them where necessary. In this context, a discussion can be launched on potential elements for the next Strategy Agenda 2020-2025, also keeping in mind that there will be a new Parliament and Commission by the end of 2019.

Shared services and capabilities

Shared Services and Capabilities remain at the core of the 2018-2019 Work Programme of the Network. The use of the Shared Services Catalogue as well as the feedback from the participating Agencies and reflection of the benefits of the shared services is key. Also shared services with the Commission should be reflected in the shared services portal.

i. Expanded cooperation on HR matters

On the basis of the business case prepared by EFSA, the Network will aim to launch the proposed Human Resources Management (HRM) as a follow-up to the discussions during February 2018 Heads of Agencies meeting.

In this context, the following key actions are expected to be taken:

- Optimising the use of existing communication channels between the Agencies and Joint Undertakings (JUs) by updating the list of HR practitioners who should be involved to effectively harvest new ideas and share experiences (Network of HR practitioners according to specialisation).
- Generating a list of priority HRM topics for further consideration (e.g. feasibility of joint recruitment calls for 'general profiles', tools and best practices, common approach to address certain findings and recommendation of IAS/ECA audits).
- Strengthening usage of the Extranet as a virtual platform of exchange on HR matters between the EUAN members.

ii. Inter-Agency recruitment and mobility

In order to enhance inter-Agencies mobility, the Network will continue its efforts to consolidate and promote the Inter-Agency Job-Advertisement Board and will assist the Commission, as appropriate, to finding solution to issues that hamper mobility of EU staff among the Agencies and JUs e.g. pension rights.

iii. Network members' access to SYSPER

The Network 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 EUAN members.

The preliminary SYSPER project phase has been closed at the end of 2017. January 2018 project implementation phase has been commenced. The clusters¹ of the participating Agencies/JUs were finalised in accordance to their implementation speed and phases.

It is planned that in 2018 DG HR together with the participating Agencies/JUs will continue the business analysis and will organise coaching sessions for each of the modules. By the end of 2018 the basic modules of SYSPER will be deployed to the first cluster of Agencies. This planning is preliminary and still subject to change.

iv. Common ICT/digital services

¹First cluster (starts in January): CPVO, FRA, ETF, eu-LISA, ACER, EIOPA, EFSA, EDA, EUROPOL, EEA, FRONTEX, EUROJUST, EUROFOUND;

Second cluster (per ID ongoing, project phase starts in March): CEPOL, EASA, EIT;

Third cluster – manual encoding cluster: BERE, EFCA, Shift2Rail, BBI JU;

Fourth cluster (not started per ID yet): GSA, ERA, ENISA, IMI JU, CleanSky JU, SESAR JU.

In 2018, the ICTAC work programme will leverage on the activities started and the results achieved in 2017, with a strengthened focus on finalising the on-going initiatives and on identifying new concrete possibilities for delivering shared services. The cooperation with DIGIT, the Comité Informatique Interinstitutionnel (CII) and the other EU Institutions remains an overarching objective, with the following sub-objectives.

The Digital Shared Services objective aims at identifying new IT shared services to develop new synergies with the development of SYSPER@EU Agencies, the improvement in the integration of common collaboration tools (Skype for Business, Virtual Desktop as a Service, eHR platform, 24x7 cyber defence shared service), leveraging whenever possible on the community cloud.

The target of the Digital Workplace objective is to identify a roadmap for the implementation of interoperable digital workplace at the Network members, to run a tender procedure for an inter-Agencies framework contract for telephony and to exchange lessons learned and best practices in implementing the digital workplace in consultation with the DIGIT-CII working group on Digital Workplace.

The aim of the New Technologies objective is to increase the awareness in the Agencies/JUs of the potential benefits of using big data and artificial intelligence, by following up the 2017 survey, by sharing lessons learned in related initiatives and by following up a proof of concept on Cloud Based Data Warehouse.

A better IT Governance and Security objective targets at developing a Cloud Services Governance Framework, at following up the implementation of the new data protection rules in the Agencies, at implementing the new agreement with CERT-EU and the Secure Email and at defining a sustainable solution for 24x7 cyber defence shared services.

v. House of EU Agencies

In 2017, the Coordination launched a survey to collect information on the type of services and related costs of the Brussels Liaison Officers (BLOs) of various Agencies. The purpose of this exercise is to assess the viability, interest and impact of establishing a common House of EU Agencies in Brussels that could potentially lead to savings in the use of facilities.

On the basis of the results of the survey to be presented at the Heads of EU Agencies meeting in February, the concept for the House of EU Agencies could be further developed. In addition, the Network will further explore the opportunities for enhanced cooperation and mutual value creation with BLOs while taking into account the responsibilities of the newly established SSO.

Mutual value creation with EU Institutions

As a unified voice of the Agencies and JUs, the Network will continue interacting with different EU Institutions and interinstitutional bodies (such as CCA, CPQS, CGAM, SRC, ISIF, CII), and the Standing Working Party to channel the Network's views and common positions on issues of shared interest.

With the foreseen changes in the European Parliament as well as in the European Commission in 2019, the Network will, during 2018 reflect and agree on the approaches it will take vis-à-vis these Institutions in 2019. This will encompass both mutual value creation as well as communication efforts.

Finance and budget issues are of the essence to mutual value creation with the EU Institutions in 2018, as it is expected that the IIWG2 recommendations will be adopted, the Commission proposal for the post-2020 MFF released and the new General Financial Regulation (GFR) adopted by Council and Parliament that year. In this context, the Network will focus its efforts on promoting flexibility in the use of resources and financial rules more generally; avoiding "one size fits all" solutions such as uniform staff cuts across Agencies; and continuing to explore funding sources to complement the EU Budget subsidies received by Agencies. It is therefore expected that the Heads of Agencies will carefully reflect on the impact of the abovementioned developments and engage in strategic interaction with the Institutions in relation to these issues.

More concretely, the following key actions will be taken:

i. Further use of the results of the Performance Framework

The Performance Development Network (PDN) will devote a major part of its programme to further driving the work done so far on performance management in general and strategic resource and competency planning.

More specifically, the work on a Maturity Model for implementing performance/results based orientations among Network members will move to the next phase of piloting, monitored implementation and execution at Agency level - to that end, a limited (time and scope) project may be launched involving one or two volunteering Agencies to pilot the implementation of the Maturity Model for Results Based Management; the Network's involvement in this pilot will primarily focus on identifying and elaborating on common areas for Agencies. In this context, it may also be considered to organize a workshop with institutional stakeholders (EP, Council, Commission) on practical ways to implement performance management.

A further key activity in the PDN work programme will be the dialogue with the European Commission on the revised Guidelines for implementing the Programming Document (PD), based on the proposal put forward by the former.

The implementation of the new approach to Internal Control as expressed by revised Commission's Internal Control Framework at Agency level will form another focus of the work of the PDN during 2018. Exchanges of experiences, provision of guidance and feedback will support the members of the Network to adjust their control framework.

Last but not least, the PDN will pilot the approach and templates developed in 2017 for reporting the use and benefits of shared services at the EUAN level.

ii. Discharge process and budget procedures

The Network will coordinate and convey Agencies inputs to the EU Budget and Discharge procedures by launching timely surveys, asking for input and conveying common messages to the discharge authority. Close cooperation with the relevant Council and EP Committees as well as the Rapporteurs will be ensured to achieve a smooth discharge procedure.

iii. Revision of the Framework Financial Regulation

The Working Group, chaired by EFSA, has consolidated the Network input to the Framework Financial Regulation and the Coordinating Agency shall resume the work with DG BUDG while ensuring full transparency and continuous interaction with the Network throughout the review process, to be completed by the end of 2018 (or in 2019, depending on the adoption of the General Financial Regulation).

iv. Further exploring financing sources to complement EU Budget subsidies

The Working Group on identifying additional forms of funding will continue its work under EFSA's leadership. Common views to input the MFF post-2020 process will be further developed.

Outward communication

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

Under the Frontex and ECDC chairmanships in 2018-2019, the Heads of Communication and Information Network (HCIN) will focus on the following initiatives:

i. Reputation and added value

The Network will support the Agencies/JUs in increasing their public visibility and strengthening their reputation individually and as members of the Network as a whole.

ii. Promoting the positive impact the joint work of the EU Agencies has on society

A new video about the work and added value of the EU Agencies/JUs discussed at the October 2017 meeting of the HCIN will be launched on Europe Day. This video explains the crucial work and expertise of the Agencies and JUs in many areas of life, from security and fundamental rights, through health and food safety, to innovation and financial stability. At the same time, the strong emotional dimension of the video, which takes the diversity across the EU as its point of departure, will go a long way towards boosting the Agencies' image and visibility.

iii. Knowledge exchange and capacity building

To strengthen the reputation of the Network, the respective Coordinating Agencies will ensure mention of the Network and its activities in speeches and presentations at director level, and promote these on websites/social media. Efforts will be made to review and improve the homepage of the Extranet, which is the general public's main source of information on the EU Agencies Network.

Two workshops will be organised in Warsaw. The first, which will directly follow the HCIN meeting in March, will focus on EU diplomatic protocol, while the second will be devoted to specific aspects of internal communications.

In addition, the Heads of Agencies meeting taking place in May 2018 will be followed by a Maritime Demonstration aimed at promoting European Coast Guard Functions in a wide range of areas, including maritime safety, security, search and rescue and border control.

Internal governance

i. Shared Support Office (SSO)

The expansion of the role of the Shared Support Office (SSO) is expected to have a positive impact on the internal governance of the EUAN. The main objectives will be to bring the SSO to maximum possible capacity, as well as to ensure the appropriate provision of administrative, operational and secretarial support to the Network, and in particular to the Coordinating Agency.

Due to the unavailability of an additional TA Post for the SSO in 2018, Frontex and ECDC as the respective Coordinating Agencies will cover the daily management of the SSO. The Appointing Authority responsibilities will be ensured by the respective Recruiting Agencies.

Existing working relations between the EUAN and the EU Institutions will be maintained at the level achievable/possible with the resources available in the SSO and in the Coordinating Agency.

While implementing this interim solution, the Network will continue its efforts to obtain a TA Post, which will be requested once more in the context of the EFSA Budget 2019 establishment plan.

ii. Extranet

The newly established SSO will be responsible for the administration of the Extranet as specified by the Terms of Reference (ToR). EUIPO will continue to host the Extranet platform until 2020.

iii. Rotating Chair

In accordance with the updated ToR, the Coordinating Agency for the Network is elected by the Assembly of the Heads of Agencies from and among its members. Such election takes place at least one year before the term of office begins.

In July 2017 at the Heads of Agencies meeting in Parma, an idea was put forward to introduce a rotation-based system of chairmanship in order to ensure collective leadership and equal participation of the members in the Network's activities.

Further measures might be taken to develop this system.

List of subnetworks

The sharing of knowledge and best practices is particularly appreciated by Network members and will continue to form the basis of the Sub-network's work-programmes for 2018-2019:

»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, etc.).

»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 performance based management, MFF discussions concerning Agencies' fees and the EU's own budget and the IIWG2.

»IAAPN (tbc) - discussion on appeal proceedings.

»EU-ANSA - overview of scientific activities, open data, peer-review practices and uncertainty.

»NAPO - procurement issues.

ANNEX I – Highlights of subnetworks actions

	ACTIVITIES	DELIVERABLES	LEADERS	STRATEGY AGENDA OBJECTIVE
EUAN	Shared Support Office (SSO)	Bring the SSO to maximum possible capacity to proactively support the Coordinating Agency	Coordinating Agency SSO	SSC
	Rotating system for chairing EUAN	First draft to be prepared together with EFSA	Coordinating Agency	IG
	Strategy 2020 -2025	Initial steps for the preparation of the EUAN Strategy 2020 -2025	Coordinating Agency	MVC
	Common application of the new data protection regime	Invitation of EDPS at HoA meeting	Coordinating Agency SSO	MVC
	CERT-EU	Report from ENISA during HoA meeting	ENISA	SSC
	House of EU Agencies	Further development	Coordinating Agency SSO	SSC
	Extranet management	Update the content and promote the use of the Extranet in cooperation with HCIN	SSO	SSC
	Shared Service Catalogue	Monitor, promote and report on the use of the catalogue in cooperation with the PDN	SSO	SSC
	IIWG2	Follow-up on the IIWG2 recommendations	Coordinating Agency	MVC
HR	Human Resource Management (HRM) community	Updating the list of HR practitioners (with sub-categories according to specialisation) A list of priority HRM topics Extranet as a virtual platform of exchange on HR matters	Coordinating Agency SSO	SSC
	Inter-Agency job-advertisement board	Continue setting-up and promotion	Coordinating Agency SSO	SSC
	Standing Working Party (SWP)	Follow-up on the work of the SWP	Coordinating Agency SSO	MVC
	DG HR	Interaction with DG HR in preparation of the (annual) meeting with DG HR (February 2019)	Coordinating Agency SSO	MVC
	AASC	Interaction with AASC – Annual meeting in February 2019	Coordinating Agency SSO	MVC
	Interinstitutional Bodies and Committees (IIB)	Follow-up on the work of the IIB	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
	eRecruitment	Promoting EUAN members alignment with EC's requirements	EFSA	SSC
	Correction coefficient (CC WG)	More transparency and dialogue with the Commission concerning CC calculation	Coordinating Agency	MVC
	European Schools (AES WG)	Follow-up on the work of AES WG	AES WG	MVC

	Learning and Development (COFO WG)	Follow-up on the work of COFO WG	COFO WG	MVC
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 various stages in the process	Coordinating Agency SSO	MVC
	New Framework Financial Regulation	Coordination and conveying of Network members' input at the various stages in the process	Coordinating Agency SSO	MVC
	Additional ways of funding to complement EU Budget subsidies	Further development	Coordinating Agency	MVC
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 exchange and storage by EU Agencies (new WG) Interaction of Agencies with supervisory bodies (new WG)	Possible reports	FRONTEX 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 2018	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 2018	FRONTEX EUIPO EFSA	IG
	2018 IALN training	Organise and chair the training on 25 May 2018, in Sopot	FRONTEX	SSC
ICTAC	Digital Shared Services	Presentations to be included in the 2018 ICTAC meetings specifically focused on: - Digital Shared Services initiatives - Update on the Digital Shared Services roadmap for the period 2018-2020	EFSA CEDEFOP	SSC

		<ul style="list-style-type: none"> - Community Cloud shared services implementation - Sysper-II roll-out process - EU job posting - porting activity - Shared eHR solution for e-recruitment - Update on possible additional bi-lateral or cluster shared initiatives. 		
	Digital Workplace	<p>Presentations to be included in the 2018 ICTAC meetings specifically focused on:</p> <ul style="list-style-type: none"> - the implementation of Digital Workplace initiatives at the EU Agencies - the establishment of the inter-institutional Digital Workplace comparative inventory (led by CII) - Windows 10 migration status and migration solutions at DIGIT and EU Agencies - Telephony Interagency Call for Tender launched, evaluated and awarded. 	EFSA CEDEFOP EUIPO (telephony)	SSC
	Emerging Technology	<p>Presentations to be included in the 2018 ICTAC meetings with specific sessions focused on:</p> <ul style="list-style-type: none"> - Results and follow-up of the Survey launched in 2017 on the Artificial Intelligence usage at the EU Agencies - Cloud resources usage for Big Data and Machine Learning. 	EFSA CEDEFOP	SSC
	Better IT Governance and Security	<p>Presentations to be included in the 2018 ICTAC meetings with specific sessions focused on:</p> <ul style="list-style-type: none"> - Cloud Governance Framework - CII collaboration initiatives - PDN Framework: ICT related KPIs - CERT-EU new arrangement - 24x7 CERT service - update - Secure email initiative – update. 	EFSA CEDEFOP	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
PDN	Definition of a maturity model and methodological approach for a performance/results based orientation/ share practices	Maturity model for a result based orientation	FRA/EFSA	MVC
	Design of a methodology on the use and benefit of shared services	Methodology, assessment and reporting on the sharing activity level, benefits obtained and quality of the information	EFSA	SSC

	Evaluations: Update to the Evaluation Handbook (after March endorsement) and update of the better Toolbox (available in January 2017)	Exchange of good practices on implementing evaluation Q&A document	ETF	MVC
	Assessment and possible revision of the SPD template/guidelines	Proposal to the EC of a revised template and guideline (clarifications on timelines, 1 or 2 documents, financial statements, etc.)	EMCDDA	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)	EFSA	MVC
	Exchange on good practices with a focus on 4 areas: a) Governance management b) Management systems: Quality management, change management, document management, sustainability, certification (EMAS, OHSAS, etc.) c) Risk Management & Audit. d) Internal Control System	a) Inventory of frameworks, methodologies, governance and change management on Strategy, Portfolio (project& process), Budget b) Integration of Management System: ICS, Quality Management, Document Management System (records), Sustainability, Environment Management (EMAS), Safety at work (OHSAS) c) Risk Management & Audit (tbc) d) Follow-up on the work of the WG on QM systems	a: EFSA b: EFSA/EUIPO c: EFSA	SSC
EFRAN	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 TBC	Discussion on appeal proceedings TBC		TBC	SSC
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	EMCDDA	MVC
	Scientific uncertainty: approaches within EU-ANSA Agencies	Continuation of work on 'research clusters' 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	HCIN meeting with sessions to showcase good practices, including social media Workshop (1): EU diplomatic protocol Workshop (2): internal communications with a focus on institutional change	Frontex	SSC
	Strengthen the reputation of the Network	Ensure mention of the Network and its activities in speeches and presentations at director level; promote these on websites/social media	Frontex	OC
	Promote the positive impact on society achieved by the work of the EU Agencies	Support the Agencies by means of cross-institutional ties, in the media, and on social media	Frontex	OC
	Publicise the Network	Launch and promote video highlighting the added value of EU Agencies	EFSA/Frontex	OC
	Thematic communication	Maritime Demonstration aimed at promoting European Coast Guard Functions	Frontex	OC

ANNEX II - Meetings timeline

