



2023-2024 WORK PROGRAMME OF THE EU AGENCIES NETWORK UNDER THE COORDINATING ROLE OF THE EUROPEAN INSURANCE AND OCCUPATIONAL PENSIONS AUTHORITY



1. INTRODUCTION

Working across Europe, EU decentralised Agencies and Joint Undertakings (JUs) bring the European Union closer to its citizens, enhancing the quality of life and protecting individuals. Through working together, sharing knowledge, expertise and good practices, EU Agencies and JUs add value across multiple disciplines.

In 2006, the Heads of Agencies and JUs established the EU Agencies Network (EUAN) to provide a forum for coordination, information exchange and the agreement on common positions on issues of mutual interest. The Network strengthens the voice of the EU Agencies and JUs and promotes good governance. In 2023, the EUAN will be composed of 49 Agencies and JUs tasked with the design and implementation of key EU policies for citizens and companies in a diverse range of areas. The organisational structure of the Network includes the Assembly of the Heads of Agencies, the Assembly of the Heads of Resources, the Coordinating Agency, the Troika and the Brussels based EUAN Shared Support Office (SSO).

From March 2023 until February 2024 the European Insurance and Occupational Pensions Authority (EIOPA) will coordinate the Network of EU Agencies and JUs. EIOPA will form together with Fusion for Energy (F4E, previous coordinator) and the European Institute of Innovation and Technology (EIT, next coordinating agency) the EUAN TROIKA.

According to the Terms of Reference of EUAN, the coordinating Agency shall submit, at the meeting preceding the commencement of its coordination, a Network Working Programme for the endorsement by the Assembly of the Heads of Agencies. This document presents the EUAN Work Programme for the period March 2023 – February 2024. It has been coordinated with EIT to ensure a multiannual strategic approach and continuity of operational actions towards the implementation of the EUAN Strategy 2021-2027.

2. EU AGENCIES NETWORK STRATEGY 2021-2027

The EUAN's vision, mission and strategic priorities are articulated in a multi-annual strategy for the period 2021-2027, together with a detailed implementation roadmap. The full strategy is available [here](#).

Vision – Through our combined knowledge and actions, we 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.

Mission – We enhance the value of individual EU Agencies and Joint Undertakings by deepening their collaboration, with the objective of providing EU citizens, businesses and institutions the right foundation to achieve their priorities. In so doing, we represent a cost-efficient, agile and impactful administrative backbone for the implementation of Union policies.

STRATEGIC PRIORITIES

- ▶ **Strategic Priority 1** – EU Agencies and Joint Undertakings as a role model for administrative excellence
- ▶ **Strategic Priority 2** – EU Agencies Network as a valued institutional partner

3. EUAN WORK PROGRAMME DURING EIOPA'S COORDINATION MARCH 2023 – FEBRUARY 2024

While the EUAN Work Programme for 2023-2024 is derived from the Network's multi-annual strategy, it further builds on the achievements realised under the lead of Fusion for Energy and previous coordinators (such as a strengthened cooperation and sharing of services between the Network members in key administrative areas, a more intensified and focused dialogue with the EU Institutions and improved EUAN governance arrangements) and it maintains the focus on ongoing challenges (e.g. the continuing post-COVID recovery and the green and digital transitions). The work programme also factors in new internal and external developments: geopolitical uncertainty and corresponding displacement of people, inflationary pressures, energy insecurity and volatile international markets all touch the lives of EU citizens and will continue to do so for the foreseeable future.

To meet these challenges, resilience and reliance on European values will be important, as well as enhanced cooperation both among Agencies/JUs and between the Network of Agencies and the European institutions, reinforcing Europe's competitiveness, prosperity and cohesion.

This work programme sets out the areas of focus for the EUAN in 2023-2024 to further implement the EUAN multi-annual strategy, namely:

- ▶ to further increase the EUAN's efficiency and cost-effectiveness;
- ▶ to build a future-proof EUAN structure and governance;
- ▶ to contribute to the "Greening the Commission" initiative to become carbon neutral by 2030;
- ▶ to increase the attractiveness of the Agencies and Joint Undertakings as employers;
- ▶ to be a valued institutional partner.

This EUAN Work Programme for 2023-2024 should be read in conjunction with the Work Programmes of the EUAN Sub-networks for 2023-2024.

STRATEGIC PRIORITY 1 – EU AGENCIES AND JOINT UNDERTAKINGS AS A ROLE MODEL FOR ADMINISTRATIVE EXCELLENCE

The EUAN is highly committed to provide the best services to the EU and its citizens. The Network has therefore embarked on a journey towards administrative excellence, shaping the conditions for efficient, outcome driven and high-quality services.

To realise this ambition the EUAN will assess and recalibrate its structure and governance arrangements, deepening cooperation and partnerships, building trust and introducing further efficiency gains, with the emphasis on shared services and innovative practices. This should lead to greater organisational agility and increased resilience, including at times of crisis. Finally, particular focus will be directed to facilitating the green and digital transitions by the EUAN and its Members.

KEY OBJECTIVE 1.1: INCREASE THE EFFICIENCY OF AGENCIES AND JOINT UNDERTAKINGS THROUGH SHARING OF SERVICES, BEST PRACTICES AND POOLING OF TASKS AND CAPABILITIES

To achieve administrative excellence, the EUAN commits to using resources according to the value for money principles of ‘economy’, ‘efficiency’ and ‘effectiveness’. The EUAN will further develop and make available to its members a repository of knowledge and expertise, exchange good practice, and promote efficiency gains through the sharing of services and, where beneficial, invest in the pooling of resources.

Objective and deliverables	Expected outcome	Lead
<p>To facilitate the usage of shared services amongst EUAN Members</p> <ul style="list-style-type: none"> ▶ Development of a new EUAN extranet, including shared services and collaboration platforms [Q4 2023]. ▶ Shared services awareness campaign, after implementation of the new extranet [Q4 2023]. ▶ Presentations on shared services in areas of common interest to (sub)-networks [Q12023-Q1-2024] 	<p>EUAN members to swiftly access information and services; efficient and secure EUAN collaboration.</p> <p>Greater awareness of existing shared services among EUAN members</p>	<p>TROIKA SSO / Task Force (TF) on Shared Services / HCIN / Volunteering agencies</p>
<p>To strive for a cost-effective governance and resource model for implementing the new Cybersecurity regulation</p> <ul style="list-style-type: none"> ▶ To present a common EUAN position at institutional level for a cost-effective governance and resource allocation model [Q2 2023]. 	<p>Strengthened cybersecurity across all EU institutions; efficient and effective security resource allocation.</p> <p>EUAN ready for next milestone such as implementation of virtual CISO.</p>	<p>Working Group Cyber-security Regulation / ICTAC</p>

Key performance indicators

- ▶ A fully operational EUAN collaborative workspace is in use by the end of 2023.
- ▶ A balanced governance and sound financing model on cybersecurity is endorsed by Q4 2023.
- ▶ At least one awareness raising presentation on shared services provided to each (sub)network by the end of 2023.
- ▶ For all sub-networks the contributions on shared services are showcased in their annual report for 2023-2024.

KEY OBJECTIVE 1.2: DEFINE THE ROLE AND CAPACITY OF THE NETWORK TO FURTHER DEVELOP EXPERTISE IN SHARING SERVICES, IN PARTICULAR IN VIEW OF EU GREEN, DIGITAL AND RESILIENCE PRIORITIES

In conjunction with key objective 1.1. aiming at increasing the Network’s efficiency through shared services and pooling of resources, the EUAN will learn from the recent COVID-19 developments and will further ‘green’ the Network, supporting its members in embracing the digital transition, innovation and new ways of working. While the necessary foundations for this transition are to a large extent available at the level of individual Agencies and JUs, the Network aims to facilitate the creation of common initiatives in these areas and to create a knowledge hub to exchange information, best practices and lessons learnt.

Objective and deliverables	Expected outcome	Lead
<p>To explore the sharing of capabilities</p> <ul style="list-style-type: none"> ▶ To develop two concept papers for achieving far reaching synergies, shared services and/or pooling of resources at Network level on a voluntary basis, one of them in the area of greening [Q2 2023], and if deemed viable to implement them [Q3 2023- Q1 2024] 	Ease the burden for the individual Network members and become together more effective.	TF Shared Services Greening Sub-network (GN)
<p>To establish a horizontal approach for ‘greening the agencies’, aiming at reducing CO2 emissions and compensating remaining emissions through adequate mechanisms</p> <ul style="list-style-type: none"> ▶ EUAN Charter implemented for agencies to aim for carbon neutrality during the period 2023-2030 [Q4 2023]. ▶ All work programmes for the Sub-networks to include a greening approach [Q1 2023]. 	Stronger EUAN efforts directed to greening; more coherent planning and reporting. Effective contribution to the “Greening the Commission” initiative to become carbon neutral by 2030.	TROIKA GN / SSO All Sub-network

Objective and deliverables	Expected outcome	Lead
<ul style="list-style-type: none"> ▶ Quarterly reporting by Sub-networks to include greening progress [Q2 2023 – Q1 2024]. ▶ Tracking of EUAN’s annual contribution to carbon neutrality [Q1 2023 and Q1 2024] 		
<p>To support EUAN Members in their journey to implement an Environmental Management System (EMS)</p> <ul style="list-style-type: none"> ▶ Proceed with the initiative “The EU Agencies and JUs towards a sustainable future” for sharing capabilities to strengthen greening efforts [Q1 2023 – Q1 2024]. ▶ Promote the EMAS e-learning guide and continue knowledge sharing to lower the bar for Agencies/JUs to start their EMS journey [Q1 2023 – Q1 2024]. ▶ Create a tandem/twinning mechanism between EMAS experienced and non-experienced members to provide support and share experience [Q1 2023 – Q4 2024]. 	<p>Increase in Agencies and JUs who have implemented an EMS and possibly being EMAS validated with a publicly available commitment towards greening.</p>	<p>GN</p>
<p>To facilitate the post-COVID-19 transition towards new ways of working</p> <ul style="list-style-type: none"> ▶ To assess and share good practices on post-Covid new ways of working including, people, office space, digitalisation and sustainability aspects, and create a centralised overview of the measures put in place by Agencies/JUs. Results to be reported to HoR and HoAs [Q1 2023-Q1 2024]. 	<p>More horizontal and harmonised approach when responding to administrative challenges faced by Agencies/JUs when confronted with crises.</p>	<p>TF new ways of working HoHR</p>

Key performance indicators

- ▶ Two options paper on the development of centralised services presented for decision by Q4 2023.
- ▶ A list of activities in support of carbon reduction for long term neutrality is compiled by Q4 2023.
- ▶ A report with the compilation of good practices for hybrid working is developed by Q4 2023 and presented at the HoR network meeting.

KEY OBJECTIVE 1.3.: IMPLEMENT UNDER THE “NEW NORMAL” MODERN AND SUSTAINABLE MANAGEMENT METHODS AND GOVERNANCE FOR THE EUAN AND FOR AGENCIES/JOINT UNDERTAKINGS

An efficient and sustainable EUAN governance set up is an essential component of administrative excellence. The EUAN will aim to make further progress in this area, building on the achievements realised in the recent years. The work will include addressing the proposals expressed by the Heads of Agencies during the October 2022 network meetings in Barcelona in relation to the EUAN decision making and crisis management (agile, responsive), cooperation (cluster approach), membership (inclusiveness), SSO (evolving), information sharing and communication (strengthening).

Objective and deliverables	Expected outcome	Lead
<p>To enhance the EUAN structure and governance</p> <ul style="list-style-type: none"> ▶ Three Heads of Agencies remote workshops to address EUAN governance aspects and foster inclusiveness and EUAN participation [Q1-Q4 2023]. ▶ First reform package with improvements implemented [Q1-Q4 2023], such as: <ul style="list-style-type: none"> ○ review of the format and structure of EUAN meetings ○ improvements to information and communication flows across EUAN bodies ○ reporting mechanisms enhanced ○ induction programme and ‘mentor’ system for new Heads of Agencies and new Heads of Resources ○ Pilot to include in EUAN TROIKA ‘smaller’ agencies / JUs ▶ Second reform package: advanced improvements implemented [Q1 2024], such as: <ul style="list-style-type: none"> ○ changes in the EUAN decision making process ○ changes to the rules and procedures for delegation of powers ○ framework for coordination of bilateral/multilateral cooperation and communication 	<p>High quality of physical/hybrid/online meetings. Cross-fertilisation and collaboration across EUAN bodies on horizontal issues enhanced.</p> <p>Streamlined reporting of action and implementation of EUAN priorities (e.g. flash news, quarterly newsletter, institutional meetings/events listing).</p> <p>Strong and continuous engagement of the Network members. Reviewed decision making process allowing a fast position building and response.</p> <p>Clear distribution of responsibilities among EUAN bodies based on trust and delegation of powers.</p> <p>Prevention of overlaps of activities and communication between EUAN and Agencies clusters.</p>	<p>TROIKA</p> <p>HoA</p>

Objective and deliverables	Expected outcome	Lead
<ul style="list-style-type: none"> ▶ EUAN Terms of reference revised and adopted [Q1 2024]. 		
<p>To review the EUAN Strategy and Implementation Roadmap (SIR)</p> <ul style="list-style-type: none"> ▶ EUAN consultation [Q3-Q4 2023]. ▶ Review of the Strategy and the Implementation Roadmap: draft version presented to HoAs [Q1 2024]. ▶ Review of the Strategy and the Implementation of Roadmap: final version adopted by HoAs [Q4 2024]. 	Strategy and Implementation Roadmap adjusted to internal and external developments; living document accessible to all in real time.	HoAs TROIKA
<p>To further develop the SSO delivery capability</p> <ul style="list-style-type: none"> ▶ SSO delivery capability strengthened: vision & mission articulated [Q4 2023] ▶ Guidance on the functioning and tasks updated, incl. representation role and responsibilities clarified [Q4 2023]. 	<p>Reinforced SSO staff structure to live up its potential for delivery of centralised support services for the good of the community.</p> <p>Clear objectives and responsibilities for the SSO to keep in control ensuring consistency of the Coordination role (brand alignment, messaging).</p>	TROIKA

Key performance indicators

- ▶ 3 remote governance workshops with Directors are successfully held in the course of 2023.
- ▶ First reform package is implemented in the course of 2023.
- ▶ Second reform package is endorsed at the EUAN February meeting in 2024.
- ▶ Midterm review of the EUAN multiannual Strategy and its implementation roadmap is drafted by Q1 2024 and endorsed in 2024.

KEY OBJECTIVE 1.4: INCREASE THE ATTRACTIVENESS OF THE AGENCIES AND JOINT UNDERTAKINGS AS EMPLOYERS

The COVID-19 pandemic fundamentally changed ways of working and job-seeker 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. A continued focus on diversity and inclusion, on a better geographical staffing balance and on new challenges such as the aging population will 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. The EUAN will attempt to capitalise on this momentum to improve the attractiveness of the Agencies and JUs as employers.

Objective and deliverables	Expected outcome	Lead
<p>To understand the main drivers for increasing attractiveness of EU Agencies and JUs and propose a set of actions, in particular for reaching better gender and geographical balance</p> <ul style="list-style-type: none"> ▶ To launch a survey on attractiveness and HR Factbook [March 2023], analyse the results and propose follow-up action [October 2023], approval of final follow-up actions and start of implementation [Q1 2024]. ▶ To set up an initiative to attract more IT talent, and in particular women, by identifying and addressing “Generation Z” needs for a modern working environment with a particular focus on the technology and IT tools [Q1 2023 – Q1 2024]. 	<p>Talent is attracted and retained in Agencies/JUs ensuring that we have the right people, in the right place, at the right time; more female staff in IT.</p>	<p>HoHR / SSO in coop. with ICTAC / Volunteering Agency with data analyst</p>
<p>To further advance the diversity and inclusion agenda</p> <ul style="list-style-type: none"> ▶ 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 strive for the signing of the EUAN Charter on D&I by 70 % Agencies/JUs [Q1 2024]. ▶ D&I award process organised [Q1 2023-Q1 2024]. 	<p>Enhanced D&I, psychological safe environment, good corporate culture.</p>	<p>HoHR / SSO / WG D&I HCIN</p>
<p>To foster EUAN staff exchange (short-term) and inter-agency mobility (medium/long-term)</p> <ul style="list-style-type: none"> ▶ To encourage EUAN staff exchange programme through an awareness campaign sharing previous good practices [Q2 2023 – Q3 2023]. ▶ To review the inter-agency mobility implementation [Q2 2023] and develop guidelines [Q1 2024]. ▶ To raise awareness of inter-agency mobility within the EUAN and towards the outside via improved EUAN website and VNs [Q3 2023-Q1 2024]. 	<p>Increased inter-agency mobility and continue encouraging staff exchanges, raising trust and collaboration amongst Agencies and JUs.</p> <p>A more systematic reporting to SSO regarding ongoing staff exchange practices.</p>	<p>HoHR / SSO HCIN / IALN</p>
<p>To increase outreach on EUAN job vacancies</p> <ul style="list-style-type: none"> ▶ To share best practices for reaching a better geographical balance based on experience of advanced Agencies [Q4 2023]. 	<p>Visibility and reputation of Agencies/JUs is increased.</p>	<p>HoHR / SSO / HCIN</p>

Objective and deliverables	Expected outcome	Lead
<ul style="list-style-type: none"> ▶ To optimise (coordinated, cost-efficient) EUAN participation at career fairs in MS with imbalanced representations in Agencies to increase Agencies' visibility [Q1 2023-Q1 2024]. ▶ Improved information on EUAN website supporting the outreach and promotion of EUAN [Q1 2023 – Q1 2024]. 		Volun- teering Agencies

Key performance indicators

- ▶ List of EUAN actions defined to support Agencies/JUs increasing their attractiveness, by Q4 2023.
- ▶ Compilation of outreach employer branding campaigns from 3 EUAN members by Q4 2023.
- ▶ Participation in 2 national/European career fairs by Q4 2023.
- ▶ 3 initiatives developed under the D&I umbrella by Q4 2023.
- ▶ 4 staff exchanges under the umbrella of the EUAN staff exchange programme by Q4 2023.

STRATEGIC PRIORITY 2 – EU AGENCIES NETWORK AS A VALUED INSTITUTIONAL PARTNER

In the face of the multiple challenges that Europe is facing, EU Agencies are able to react flexibly and rapidly to changing priorities and evolving situations. This makes them a trusted and valued partner for the European institutions. To fulfil this role, the EUAN will further intensify its efforts to enhance the visibility and level of interaction with its EU stakeholders, enabling effective expert contributions to key policy priorities of the EU.

The Network will continue to support the EU to meet today’s and tomorrow’s concrete challenges (such as EU recovery, inflation, energy crisis, COVID-19, climate change, Ukraine war impact, inclusive workplace) as well as positioning the EUAN through proactive interaction at institutional level, striving for a more a sustainable, agile and cost-effective working model. The EUAN will also reaffirm its role as an indispensable interlocutor on matters of relevance for EU Agencies and JUs.

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

A strong visibility and a solid reputation of the Network and its members are prerequisites to a good collaboration and communication with EU Institutions and bodies. In order to boost the level and scope of intervention of the EUAN members, it is key to raise awareness of their existence, their actions and the benefits they can bring to their institutional partners and to EU citizens in general. This is true in peaceful times and becomes even more relevant in the context of multidimensional crisis the EU has been recently facing. In line with the EUAN Communication and Stakeholder Engagement Framework and the ongoing reflection on the future relationship with the EU institutions, the EUAN will keep working to position itself as an indispensable interlocutor in the political debate and within the interinstitutional landscape.

Objective and deliverables	Expected outcome	Lead
<p>To strengthen information, communication and collaboration</p> <ul style="list-style-type: none"> ▶ Development of a new EUAN public website [Q4 2023] ▶ Development of paperless brochures and other promotional documentation presenting the Network and its members [Q1 2023 – Q1 204] ▶ Organisation of EUAN online talks open to other EU Institutions and Bodies [Q2 2023- Q1 2024]. 	<p>Better outreach to the wider public</p> <p>Dissemination of good practices implemented in Agencies/JUs as role model for and exchange of good practices with other EUIABs.</p>	<p>TROIKA / SSO / HCIN</p>

Objective and deliverables	Expected outcome	Lead
<p>To improve EUAN crisis management</p> <ul style="list-style-type: none"> ▶ Creation of a EUAN crisis management framework, with both an internal EUAN dimension and an external one partnering with the EU institutions, to improve the readiness and ability of Agencies and JUs to communicate with one voice in times of crisis [Q3 2023 – Q1 2024]. 	<p>Aligned preparedness and response in front of a crisis throughout different functional areas, close connection with COM services / other institutions.</p>	<p>TROIKA / HCIN Inputs by EU-ANSA</p>
<p>To streamline EUAN representation at EU Institutional working group level</p> <ul style="list-style-type: none"> ▶ Review of the representation of EUAN membership in (inter)-institutional landscape and provide recommendations on changes [Q42023]. 	<p>Streamlined representation of Agencies in the various interinstitutional groups And increased influence of EUAN.</p>	<p>GN</p>

Key performance indicators

- ▶ The new EUAN website is ready by November 2023.
- ▶ EUAN Crisis Management Framework approved by Q1 2024.
- ▶ 3 business cases in support of a broader and fairer representation of Agencies in interinstitutional bodies are developed and shared with relevant parties in 2023.

KEY OBJECTIVE 2.2: DEVELOP THE NETWORK TO BE A TRUSTED PARTNER OF THE EU INSTITUTIONS

To foster effective partnerships, efficient cooperation and the ability to pool resources, the EUAN will continue to develop as a trusted partner not only with the horizontal services of the European Commission, the Council Working Party on Staff Regulations and the European Court of Auditors, but with the EU Institutions in general. The good relationships built under the lead of the previous coordinating Agencies will be used as a bearing platform to strengthen the ties and jointly address common EU priority areas.

Objective and deliverables	Expected outcome	Lead
<p>To further position the EUAN at EU Institutional level and provide a common EUAN standpoint on defined themes and priority areas</p> <ul style="list-style-type: none"> ▶ COM: open dialogue established on how to involve Agencies/JUs in sectorial and cross-cutting issues and initiatives [Q1 2023 – Q1 2024]. ▶ EP: leverage of the potential of collaboration between the CCC and the EUAN; raising awareness of the Joint 	<p>Cross-sectoral engagement of the specialised committees with the EUAN and clusters of Agencies/JUs. More visible and credible outward communication with EU stakeholders. Strong EUAN role as the first point of contact for the Institutions when approaching</p>	<p>TROIKA / SSO / HCIN</p>

Objective and deliverables	Expected outcome	Lead
<p>Undertakings through a targeted cooperation with the CONT Committee. [Q1 2023 – Q1 2024].</p> <ul style="list-style-type: none"> ▶ Council: increased participation in other Groups than the CWP on SR: BUDG Committee, General Affairs Council Configuration - GAC and match Presidency priorities sphere of influence. EUAN event with Council Presidency based on the Priorities of the Presidencies [Q1 2023 – Q1 2024]. ▶ ECA: establishment of a recurring annual platform to continue discussion on strategic topics linked with current legal administrative framework. 	<p>the Network members on horizontal matters.</p> <p>EUAN recognised as partner in revision of horizontal legal framework.</p>	
<p>To address EUAN strategic policy matters with the EU Institutions</p> <ul style="list-style-type: none"> ▶ To address in particular the revision of the MFF 2021-2027, Framework Financial Regulation, new cybersecurity regulation, new ways of working in a post-crisis environment, revision of rules on hybrid working, attractiveness [Q1 2023 – Q1 2024]. 	<p>Items of common interests of the EUAN members raised with relevant EU institutions in a timely manner to identify viable approaches and solutions.</p>	<p>TROIKA / SSO</p>

Key performance indicators

- ▶ 5 consultations launched on behalf of the EU institutions with the EUAN members.
- ▶ 5 strategic papers/position papers/issues raised with EU institutions on behalf of EUAN.

KEY OBJECTIVE 2.3: EFFECTIVELY PROVIDE EU AGENCIES'/JUS' SPECIALISED CONTRIBUTION TO KEY POLICY PRIORITIES OF THE EU

In recent years the EUAN was able to strengthen its rapport with the Foresight Unit of the European Commission, by being recognised as one of the key contributors to the annual foresight report.

The Network will strive to build on this experience, by further engaging with the partner DGs in a cross-sectorial legislative process, ensuring the knowledge and expertise of the EUAN is used to best serve the policy making.

Objective and deliverables	Expected outcome	Lead
<p>To contribute to strategic foresight at EU level</p> <ul style="list-style-type: none"> ▶ Streamlined process for contributing to the horizon scanning exercise and the drafting of the Strategic Foresight Report [Q2 2023]. ▶ Contribution made for the 2023 Strategic Foresight Report [Q4 2023]. 	<p>EUAN foresight well reflected in overall EU approach.</p>	<p>TROIKA/ SSO With support from EU-ANSA</p>

Objective and deliverables	Expected outcome	Lead
<p>To define the modalities of an early involvement of Agencies/JUs in policy shaping, implementation and review</p> <ul style="list-style-type: none"> ▶ Proactive and fruitful exchange with COM representatives in Agencies/JUs' Management Boards [Q1 2023-Q1 204] ▶ Systematic engagement with Agencies/JUs on founding regulations review, including during the legislative process in Council and EP, and sectorial policy development [Q1 2023-Q1 2024] ▶ Awareness raising of Agencies/JUs value added in the development of cross-sectorial legislation [Q1 2023-Q1 2024] 	<p>Expertise and knowledge of Agencies/JUs exploited to the maximum extent by the COM services and EU legislator.</p>	<p>TROIKA / SSO</p>

Key performance indicators

- ▶ Contribution made for the 2023 Strategic Foresight Report by Q4 2023.

ANNEX: LIST OF ABBREVIATIONS

CCC	Conference of Committee Chairs of the European Parliament
CISO	Chief Information Security Officer
COM	European Commission
CWP	Council Working Party on Staff Regulations
D&I	Diversity and Inclusion
ECA	European Court of Auditors
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
EP	European Parliament
EUAN	EU Agencies Network
EU-ANSA	EU Agencies Network on Scientific Advice
F4E	Fusion for Energy
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
JUs	Joint Undertakings
MFF	Multi-annual Financial Framework
MS	EU Member states
NAPO	Network of Agencies Procurement Officers
PDN	Performance Development Network
SSO	EUAN Shared Support Office
TF	Task Force
WG	Working Group

**EUROPEAN INSURANCE AND
OCCUPATIONAL PENSIONS AUTHORITY**

Westhafenplatz 1,
60327 Frankfurt am Main, Germany