Strategic Planning 2014-2016
for the Secretariat-General of the European Parliament

Completing the Legislative Cycle

Building Operation Capacity

Strengthening Resource Efficiency

Strengthening Internal Cooperation
Strategic Planning

for the Secretariat-General of the European Parliament

Completing the Legislative Cycle

Building Operation Support Capacity

Strengthening Resource Efficiency

Strengthening Internal Cooperation
This document was firstly assembled for presentation to the Members of the Bureau of the European Parliament during the Away Day meeting held on 1 and 2 October 2014 in Houjarray, France. This manuscript is its 4th edition.

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Introduction

For more than five years, the Bureau of the European Parliament has steadily supported a long term administrative strategy whose keyword is 'Save and innovate'. The purpose of this strategy has been to constantly identify throughout the administration of the European Parliament further organisational efficiency gains, which could be achieved without undermining the quality of the work performed by Parliament. The additional resources derived from those efforts could then be re-invested into new priorities and be redeployed to strengthen independent, for instance, scientific advice and the capacity for scrutiny of the Parliament. They could also help to enhance the logistical and the local support for Members.

With directors general and directors, we have attempted to summarise the strategies followed in different domains according to this common principle. They are presented in this document with their achievements as well as with the next steps, which we wish to execute in accordance with the Bureau's decisions.

The present document describes in some details four strategies:

1) Completing the Legislative Cycle
2) Building Operation Capacity
3) Strengthening Resource Efficiency
4) Strengthening Internal Cooperation

- The strategy on 'Completing the Legislative Cycle' is based on the conviction that the European Parliament should make use - and indeed influence - the whole legislative cycle, i.e. not only the area of classic legislation, but starting from agenda setting and also covering consultation and scrutiny. In the context created by the negotiated 'Better Law Making agreement', enlarging Parliament's capacity in all these areas along the whole legislative cycle of course means that a thorough analysis is necessary where shortcomings still exists and to address them accordingly.

- The second strategic wheel deals with issues of 'Operation Support Capacity Building'. Core to this strategy are indeed building questions, but creating additional capacities for operational support is also about communication capabilities of Members through all physical and digital channels possible. In order to support a vibrant democracy in the European Union, we have to improve the working conditions of Members and of the political groups.
• The third strategy concerns 'Resource Efficiency Measures' - very much in line with the basic concept of 'Save to Innovate'. Yet savings are to be achieved not only on the supply side, but also on the demand side.

• Last, but not least, the strategy on 'Internal Cooperation' focusses on possible improvements regarding the administration's culture and structure to become more efficient. The hierarchy has to be complemented by horizontal structures of cooperation across DGs to achieve better results and services.

The four strategic wheels presented here are being streamlined into concrete projects according to a common framework which provides a comprehensive and measurable 'Parliament Project Portfolio'.

Klaus Welle
Secretary-General
January 2016
(2) Operation Support
Capacity Building Strategy
September 2014
(3) Resource Efficiency Measures Strategy

September 2014

- Unified Document Management
- Zero based personnel reallocation
- Delegation travel in constituency weeks
- No night sessions in Strasbourg
- Committee meetings on Mon/Tue or Wed/Thu
- Translation staff allocation based on workload
- Introduction of metrics in translation
- Abolition of automatic translation of Compte Rendu in Externo
- On-Demand approach for linguistic services
- Afternoon Sessions 14.30 hrs
- Interpretation staff allocation based on workload
- Translation of committee stage AVs based on linguistic profile
- Reallocation of up to 80 translators from the 2 advisory committees
- Benchmark and metrics in expertise
- Efficiency gains in security
- Financial Management System
- Metrics for all operations

MEPs
(3) Resource Efficiency Measures Strategy

December 2016

- Efficient Unified Document Management System
- SYSPER
- Metrics for all operations
- Financial Management System
- Efficiency gains in security
- Benchmark and metrics in expertise
- Afternoon Sessions 14:30 hrs
- Delegation travel in constituency weeks
- Plenary sessions ending at 22:30
- Committee meetings on Mon/Tue or Wed/Thu
- Translation staff allocation based on workload
- Introduction of metrics in translation
- Abolition of automatic translation of Compte Rendu in Extenso
- On-Demand approach for linguistic services
- Translation of committee stage AMs based on linguistic profile
- Interpretation staff allocation based on workload
- Re-allocation of up to 80 translators from the 2 advisory committees
- Zero based personnel reallocation
(4) Internal Cooperation Strategy

September 2014
Completing the Legislative Cycle
Since the previous inter-institutional agreement on better law making, ten years ago, the Lisbon Treaty has entered into force; the EP co-decides across almost every policy field; trilogue negotiations play an increasing role; Parliament exercises influence on financial instruments and spending programmes, as well as on delegated acts. With new developments in the Eurozone the scrutiny role of the Parliament is becoming reality when it comes to banking supervision and check on the implementation of Country Specific Recommendations adopted in the context of the European Semester.

For these reasons, the European Parliament has been rethinking its role in the new context. The big difference with the past is that Parliament is now present and active throughout the whole legislative cycle and claims it is right to be so. The Members cannot limit themselves to amendments on the Commission’s legislative proposals while the other institutions are dealing with the rest. Claiming that the complete legislative cycle is within the remit of Parliament means that:

1. Parliament is also interested in agenda setting from the very early stage and wishes to impact in a significant fashion the Commission’s annual work programme and the multi-annual programme;
2. Parliament also has to conduct its own consultation when it gets to know on what files the Commission proposes to work;
3. Parliament has to play fully its full role in legislation and budget matters and make sure that all Members and their political groups are able to involve themselves to their best throughout the process;
4. Parliament has to check on implementation of the legislation and the decisions taken at European level.

This means as a consequence that one cannot limit the cooperation with other institutions only to a short phase of the process but one rather has to look at the whole legislative process. Parliament is becoming a relevant and respected player in every phase. So when looking at the whole legislative cycle, we could subdivide it into four phases:

- Agenda setting;
- Consultation;
- Legislation;
- Scrutiny.
1 COMPLETING THE LEGISLATIVE CYCLE

DEPARTURE DEMANDS

- COST OF NON-EUROPE REPORTS (STANDARD METHODOLOGY)
- INTER-INSTITUTIONAL PROGRAMMING
- SCRUTINY ON THE RESPECT OF THE RULE OF LAW

DEPARTURES

- REVIEW OF REVIEW CLAUSES
- PETITIONS REVIEW
- COST OF NON-EUROPE MAP
- COURT OF AUDITORS' PERFORMANCE AUDITS

- ADVISORY COMMITTEES
- CONSULTATION WITH NATIONAL PARLIAMENTS
- EP'S STAKEHOLDER DIALOGUE
- EXPERT GROUPS
- CONTRIBUTIONS OF STANDING DELEGATIONS

- EP'S OWN EX-ANTE IMPACT ASSESSMENT
- MEMBERS' RESEARCH SERVICE
- IMPLEMENTATION REPORTS
- SCRUTINY ON DELEGATED AND IMPLEMENTING ACTS
- COMMITTEE SCRUTINY

- EUROPEAN COUNCIL SCRUTINY
- EP'S OWN EX-POST IMPACT ASSESSMENT
- SCRUTINY ON EXTERNAL POLICIES
EXPECTED ARRIVALS

ON HOLD 0

ARRIVED 4

DERAILLED 0

LEGEND

AGENDA SETTING
CONSULTATION
LEGISLATION
SCRUTINY
DEPARTED
EUROPAUL
EUROPEAN COURT OF JUSTICE
COUNCIL
COMMISSION

ADMINISTRATIVE TRAIN 09.2014

1 COMPLETING THE LEGISLATIVE CYCLE
1 COMPLETING THE LEGISLATIVE CYCLE

DEPARTURE DEMANDS

- Scrutiny on the respect of the rule of law

DEPARTURES

- Scrutiny on transposition

EXPECTED ARRIVALS

- Cost of non-EU reports (standard methodology)
- Advisory committees
- Consultation with national parliaments
- Scrutiny on delegated and implementing acts
- EP’s own ex-post impact assessment
- Scrutiny on spending programmes

ON HOLD

- EP’s stakeholder dialogue
- Expert groups
ARRIVED

- EUROPEAN STRATEGY AND POLICY ANALYSIS SYSTEM (ESPAS)
- OWN-INITIATIVE REPORTS
- REVIEW OF REVIEW CLAUSES
- POLITICAL WORK PROGRAMME
- LEGISLATIVE OWN-INITIATIVE REPORTS
- INTER-INSTITUTIONAL PROGRAMMING
- PETITIONS REVIEW
- COST OF NON-EUROPE MAP
- COURT OF AUDITORS' PERFORMANCE AUDITS
- COMMITTEE HEARINGS
- POLICY DEPARTMENT STUDIES
- WORKSHOPS
- CONTRIBUTIONS OF STANDING DELEGATIONS
- EU'S OWN EX-ANTE IMPACT ASSESSMENT
- MEMBERS' RESEARCH SERVICE
- LEGALITY CHECK
- TRILOGUE NEGOTIATIONS
- PLENIARY
- IMPLEMENTATION REPORTS
- EUROZONE SCRUTINY
- COMMITTEE SCRUTINY
- EUROPEAN COUNCIL SCRUTINY
- SCRUTINY ON EXTERNAL POLICIES
- POLICY PERFORMANCE APPRAISAL

DERAILLED

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LEGEND

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GLOSSARY

**DEPARTURE DEMANDS**
Projects requested or initiated by the Secretary General

**DEPARTURES**
Projects in their initial phase, freshly launched

**EXPECTED ARRIVALS**
Projects closed to be finalised

**ON HOLD**
Projects with the same status throughout 4 updates of the Strategic planning (from September 2014 till present)

**ARRIVED**
Projects fully realised; established and functioning processes

**DERAILLED**
Withdrawn proposals

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The content of this document is the sole responsibility of the authors and any opinions expressed therein do not necessarily represent the official position of the European Parliament.
AGENDA SETTING

CONTENT

Article 17 of the Treaty says that the European Commission *initiates the annual and multiannual programming of the Union with a view to reaching an inter-institutional agreement.* This means that it is indeed a Treaty obligation that the Commission should endeavour to reach an inter-institutional agreement on programming with both the European Parliament and the Council of Ministers. Nearly five years after the coming into force of the Lisbon Treaty we still have no working procedure on how to reach this inter-institutional agreement on agenda setting.

Yet, over the years a methodology has progressively developed in Parliament which makes it a valuable partner in the agenda setting process.

First we have an instrument used already for decades to express our views on how it should be done - our so-called Own Initiative Reports. Very often our views are taken on board; very often they also are completely disregarded.

In the last years we are backing up the most interesting proposals adopted in Plenary, very often with large majorities, by a ‘Cost of Non-Europe’-Study, commissioned by a parliamentary committee. These studies are - on a scientific basis - checking on what citizens are missing out, due to this specific initiative not being realised. On specific issues, we may even recall the Commission and provide it with a detailed draft of what should be done with our Own Legislative Initiative reports though Legislative Own Initiative Reports.

The results of all these studies are being brought together in a Cost of Non-Europe Map, giving us a strategic picture. The Cost of Non-Europe Map drawn on the basis of parliamentary reports and votes in Plenary assembles the main initiatives Parliament had suggested and the Commission had not taken up. We bring together the biggest additional benefits for European citizens to be achieved by additional European legislation, identifying currently close to 1000bn Euro a year.

At the same time, this exercise becomes a means to measure that the subsidiarity principle has been respected. If in any given field the cost of non-Europe, that is the cost of not having European legislation, can be shown, then it is clearly in line with the subsidiarity principle that legislation in this field should be enacted on European level. If, on the other hand, such a cost of non-Europe cannot be proven, then it might indeed be appropriate to let the policy field be dealt with on the national level.

Parliament is still awaiting the actual implementation of a new inter-institutional planning according to the recent agreement on Better Law Making where Council, Parliament and Commission come together and agree on what we would like to carry through together.
CONSULTATION

CONTENT

Many policy fields are already covered by European legislation. This means that we are increasingly dealing with amending legislation, in other words, legislation which has already been implemented and where we therefore have experience on the ground. Remains the question as to how we can fit that experience on the ground into the legislative process and down from it. Different possibilities are not yet fully exploited.

The EU Court of Auditors is now refocusing on whether legislation and spending programmes are working. If the Court of Auditors were to closely consult with the co-legislators and work on the basis of the Annual Work Programme of the European Commission, which means work that is thus both relevant and timely, we could have, without additional cost, a very important feedback mechanism on spending programmes and legislation.

The Committee of the Regions' major advantage lies in the knowledge, experience and content it draws directly from the European Union's regional level, whereas the European Economic and Social Committee's advantage is its network of economic and social actors. If both committees were to fit their experience with the existing legislation and spending programmes into the legislative process exactly when it matters, that is on the basis of the agreement concerning the Commission's Annual Work Programme, and when we are amending legislation, this would be extremely helpful.

If National Parliaments, also on the basis of the Annual Work Programme of the European Commission, were to start providing the European Parliament with feedback on how legislation is implemented in the Member States, or on how the spending programmes functioned, this would be a very relevant and important contribution at the right moment in time. The President of the European
Parliament has officially asked for such contribution by those National Parliaments which may wish to do so.

The European Commission assembles Expert Groups consisting of national experts. These experts from the national level then can also inform us on whether legislation or spending programmes are working and where difficulties could be identified. We can also use our external offices to have stakeholder consultations when it matters, on the basis of the Annual Work Programme of the European Commission and when we are amending legislation. These are five additional possibilities to get feedback about existing legislation and existing spending programmes from where it matters and exactly when it matters. What are we going to do with this additional information? We have set up a unit on ex-post impact assessment. Its task is to bring together all this available expertise and feedback on how existing legislation and spending programmes are working. They are doing this work on a time-relevant basis, exactly when it matters, and this would be in line with the Annual Work Programme of the European Commission. Their assembled feedback and information is then fed back to rapporteurs, shadow rapporteurs and the responsible committees. By creating a new unit and a dedicated repository for all relevant documents gathered through the process we are giving ourselves a tool to organise systematic feedback from all relevant actors into the legislative process at the right time when our Members are receptive for it.

### ADMINISTRATIVE FILE(S) INCLUDED
- Petitions review
- Court of Auditors' performance audits
- Advisory Committees
- Consultation with National Parliaments
- EP's stakeholder dialogue
- Expert Groups
- Committee hearings
- EP's own ex-post impact assessment
- Policy Performance Appraisal

### LEGISLATION

### CONTENT

The third phase of the cycle deals with legislation. What is most important here is expertise. We have therefore been investing over the past five years and after the coming into force of the Lisbon Treaty, into upgrading our own expertise in order to better advise our Members when it matters at committee stage, in trilogue or when the file goes to plenary.
Since 2004 we have been building up Policy Departments with both in-house and external expertise. We have strengthened staffing levels in Committees' secretariats as some have experienced a dramatic increase of competence and task due to the changes of the Lisbon Treaty.

If we draft legislation badly, you will feel the negative effects when it has to be applied on the ground. We have therefore changed the work of our lawyer-linguists from basically being part of the translation service into a service that advises individual Members already in the stage of legislative drafting. Together with the Legal Service, they ensure an on-going legislative check throughout the legislative process.

On 1 November 2013 we have set up the European Parliamentary Research Service as new Directorate General in the European Parliament with one completely new entity - the Members' Research Service.

This step is of utmost importance. The rapporteurs as key actors of course always had been well advised by committee secretariats and policy departments. But 90% of our Members are not experts in the field that is just up for voting in Plenary. They are not Members of the committee the proposal in question had been dealt with, but by voting in Plenary they have to take their share of responsibility towards the citizens. We have to assure that they also have all the relevant information available when it comes for them to take the decision. The Members' Research Service has been planned and built up as tool for exactly these 90% of the House.

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### Administrative File(s) Included

- Policy Department Studies
- Workshops
- Contributions of Standing Delegations
- EP's own ex-ante impact assessment
- Members' Research Service
- Legality check
- Trilogue negotiations
- Plenary

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### Scrutiny

### Content

The fourth phase of the legislative cycle is scrutiny. Scrutiny is becoming increasingly important for not only but especially all matters...
The key questions here stand as follows:

- is our legislation implemented yes or not?
- does it bring a value added, how is its quality perceived by the citizens?
- is the implementation cost-effective?

Those key questions could be extended to decisions taken at European level that are not legislative but are essential for the citizens and the future of the Union. Are commitments taken at European level implemented or not?

The Members of the European Parliament are highly interested in those questions as citizens, social media and the press keeping asking them to give account and explanation for what is happening in the ground and not just for what has been announced or just decided. Among frequent questions they receive one often finds: Is the European Union delivering or not? What are the concrete results? Who decide on the ways legislation is implemented: people elected debating openly or experts behind closed doors? Will the Euro survive if Member States do not do their duties and who is checking on this?

Scrutiny is far from being a technical issue. It becomes increasingly a hot political issue as decisions taken at European level affect more and more the everyday life of European citizens with adjustment programmes, Troikas' intervention, country specific recommendation, banking supervision and resolution at European level.

To document what is happening when it comes to implementation is a shared responsibility between experts working for the committees and policy research analysts.

What we have to do here is to make sure that in every committee the focus on implementation exists and delivers a similar level of output to our Members, be it about implementation reports, delegated acts, external policies action and instruments, or spending programmes. In particular Committee secretariats which are confronted with a very high number of delegated acts need better support in order to be able to help Members in their scrutiny work under Art. 105 of the Rules of Procedure.

On the other hand, the Parliament has to make the European Executive accountable for the implementation of the European legislation and of commitments made at the European level. For instance, we have been building up our own expertise in the field of economic governance by establishing a special unit on economic governance unit checking on decisions taken in the context of the EMU.

We are also constantly monitoring the implementation of the national reform programmes or country specific recommendations by Members States and scrutinizing the implementation of other European Council's decisions, including the new commitments in the field of Security and Defence made following Article 42.7 after the armed aggression on French territory on 13 November 2015.
ADMINISTRATIVE FILE(S) INCLUDED

- Implementation reports
- Scrutiny on Delegated and Implementing Acts
- Eurozone scrutiny
- Committee scrutiny
- European Council Scrutiny
- Scrutiny on the respect of the rule of law
- Scrutiny on External Policies
- Scrutiny on Spending Programmes
- Scrutiny on Transposition
SCRUTINY ON THE RESPECT OF THE RULE OF LAW

CONTENT

• Description and aim

The values upon which the Union is founded are enshrined Article 2 TEU: "the values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities. These values are common to the Member States in a society in which pluralism, non-discrimination, tolerance, justice, solidarity and equality between women and men prevail". Article 49 TEU clearly states that "Any European State which respects the values referred to in Article 2 and is committed to promoting them may apply to become a member of the Union". Article 7 TEU sets the mechanism for protecting these fundamental values with a two-step approach:

1. Article 7 paragraph 1 TEU addresses situations of “a clear risk of a serious breach by a Member State of the values referred to in Article 2”;
2. Article 7 paragraph 2 addresses in a second stage the determination of “the existence of a serious and persistent breach by a Member State of the values referred to in Article 2”.

which are reflected in the relevant EP Rules of procedure (Rule 83).

• History and state of play

The political developments in some Member States in the recent years have brought up the debate on the mechanisms for ensuring respect for the Union’s core values, notably the rule of law. In 2014, the Commission issued a communication on ‘a new EU framework to strengthen the rule of law’. This communication comprises an early warning tool leading to a structured dialogue with the Member State concerned in advance of an eventual triggering of the abovementioned Article 7 mechanism. Furthermore, Member States agreed in December 2014 to establish an annual rule of law dialogue in the frame of the General Affairs Council in order to promote and safeguard the rule of law. Considering those initiatives insufficient to completely fill existing gaps, the European Parliament now calls for an EU Pact on democracy, rule of law and fundamental rights. (European Parliament resolution of 25 October 2016 with recommendations to the Commission on the establishment of an EU mechanism on democracy, the rule of law and fundamental rights - 2015/2254 (INI))
• **Future Milestones**

The Parliament should be adequately prepared to follow through a mechanism which at the end may rely on an annual European report on the State of the Rule of law and an EU policy cycle on the rule of law involving EU institutions and national parliaments. According to a recent EAVA study (Wouter von Ballegooij, Tatjava Evas, *An EU mechanism on democracy, the rule of law and fundamental rights*, European value assessment accompanying the initiative report of Sophie in’t Veld) the obligation to report on the rule of law should especially apply to Member States when they act within the scope of the implementation of EU law, even if such an obligation could also extend to other matters. In order to prepare for a future policy cycle on the rule of law within the institutions of the Union, a starting point for an adequate monitoring could be to strengthen and systematise EP’s own procedures and expertise on assessing clear risks of serious breaches of the rule of law and the use of related instruments by the European Commission, including further scrutinising infringement procedures (on the basis of what is currently done in the LIBE Committee on the basis of Article 44 of the Framework Agreement on relations between the European Parliament and the European Commission).

• **References and sources of information**

Information on the Committee on Civil Liberties, Justice and Home Affairs can be found on the DG IPOL intranet: http://www.ipolnet.ep.parl.union.eu/ipolnet/cms/pid/439;jsessionid=2848EA53ABE04BAD836110DB6BE77879

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**SCRUTINY ON TRANPOSITION**

**CONTENT**

• **Description and aim**

Scrutiny on transposition is a part of general scrutiny-related activities performed by committees. It allows Parliament to exercise oversight of timely and correct transposition of EU directives into the national legislation of the EU Member States.

• **History and state of play**

While the primary responsibility for transposition of EU directives lies with the Member States, the Commission, acting as guardian of the Treaties, has to ensure and monitor the uniform application of Community law. Scrutiny on transposition thus refers to oversight activities of both – Member States and Commission.

Late or incorrect transposition of EU directives can result in differentiation between Member States, fragmentation of the internal
market and distortion of competition, which can lead to a situation where citizens and businesses do not enjoy the same rights and obligations across the EU. Moreover, transposition is sometimes used for “gold-plating” where Member States add obligations into their legal orders that go beyond EU requirements. This gives rise to marked divergences in the implementation process at Member State level and weakens respect for Union law.

Committees already have tools at their disposal which they use for scrutiny on transposition. They draft a report or opinions on the Commission Annual report on monitoring the application of EU Law. Petitions of EU citizens also serve as a source of information indicating a potential late, incomplete or incorrect transposition of EU directives.

**Future Milestones**

A renewed concept of implementation reports has been introduced through the modification of existing Rules of Procedure to provide more detailed and precise information on the state of transposition of the particular EU directives, thus resulting in a more effective scrutiny of the EU executive. Improved cooperation between the European Parliament and national parliaments could be beneficial not only in regard to the collection of precise information on problems linked to transposition, but also in order to press for timely and correct transposition and to avoid the practice of gold-plating. Although the Commission can already in justified cases ask the Member States to include explanatory documents on their transposition measures, Parliament should continue to call for mandatory correlation tables on the transposition of directives, which should be publicly available in all EU languages. Furthermore, the Commission should provide the Parliament with the information on all infringement procedures relating to transposition cases.

**References and sources of information**

2. Commission’s annual reports on monitoring the application of EU law: http://ec.europa.eu/atwork/applying-eu-law/infringements-proceedings/annual-reports/index_en.htm

COST OF NON-EUROPE REPORTS (STANDARD METHODOLOGY)

**CONTENT**

**Description and aim**

These Cost of non-Europe studies, which are generally carried out at the request of parliamentary committees, examine policy areas where significant potential for greater efficiency and/or the realisation of a 'public good' could be achieved through common action at
European level. The benefits may be measured in additional GDP generated, or in a more rational use of public resources, and/or in other broader social, legal or environmental benefits. The concept of cost of non-Europe, first pioneered by the European Parliament in the early 1980s, was developed in for the study carried out by Italian economist Paolo Cecchini on the cost of non-Europe of the Single Market in the run-up to 1992. Today, it serves as a means to quantify the potential efficiency gains in the European economy from pursuing a series of policy initiatives advocated by the Parliament - from a wider and deeper digital single market to better coordinated national and European policies for defence, over to the proposals for an EU mechanism on democracy, the rule of law and fundamental rights. To better visualise the significant potential benefit of common action at European level, the European Added Value Unit has developed the ‘Cost of Non-Europe Map’. The third edition of Mapping the Cost of Non-Europe, 2014-19 suggested that the European economy could be boosted by almost 1.6 trillion euro per year - or 12 per cent of EU-28 GDP (2014) - by pooling efforts through targeted action at EU level. The analysis was intended as a contribution to the European Union’s policy priorities over the current five-year institutional cycle, from 2014 to 2019.

In this way, the European Added Value Unit, by identifying broad areas where policy action could be beneficial, and, where relevant, the building-blocks for possible EU action, provides assistance on policy development and evaluation, with a view to strengthening the Parliament’s institutional independence and capabilities in the field of agenda-setting and scrutiny.

European Added Value Assessments evaluate the potential impact and identify the potential benefits of proposals put forward by the Parliament in its Legislative Initiative Reports. These assessments, which are undertaken on an automatic basis once such a report has been authorised by the Conference of Presidents.

In July 2011, the European Parliament’s Bureau decided to equip the EP with an administrative capacity to support its agenda-setting function. A European Added Value was created in 2012 (it now forms part of DG EPRS) and was tasked with analysing the potential benefit of future action by the European Union through Cost of Non-Europe Reports and European Added Value Assessments.

**History and state of play**

In the new legislative term (since July 2014), fourteen Cost of Non-Europe Reports have so far been completed. They cover the following fields:

Six main Cost of Non-Europe Reports were prepared in the last legislature (ending in June 2014). They were on the European Code on Private International Law; the Single Market for Energy; Donor Coordination in Development Policy; Common Security and Defence Policy; Simplifying the acceptance of public documents in the EU, and a general synoptic document entitled Mapping the Cost of Non-Europe, 2014-19.

- The Cost of Non-Europe in the Single Market - covering the free movement of goods, services, public procurement, the digital single market and the consumer acquis;
- The Single Market in Transport - covering road and rail, Single European Sky, maritime transport, tourism and passengers rights;
• A Common Unemployment insurance scheme for the euro area;
• The Cost of Non-Europe of an incomplete Economic and Monetary Union to prevent future crisis;
• Codification of passenger rights;
• EU water legislation;
• Cross-border volunteering;
• A Strategy for completing the Single Market: the trillion euro bonus - was finalised beginning 2016 as a follow-up of the various Cost of Non-Europe reports on the Single Market published in 2014 (“Cecchini Revisited”). It was mainly based on the work done by a high level panel of experts specifically established for this purpose;
• The Cost of Non-Europe in the Sharing Economy: Economic, Social and Legal Challenges and Opportunities: published in January 2016, it estimates the potential economic gain linked with a better use of capacities as a result of the sharing economy to €572 billion in annual consumption;
• Cost of non-Schengen: the impact of border controls within Schengen on the Single Market, published in April 2016. It highlights the impact of a partial or full removal of cross-border free movement of goods and persons on the European economy;
• Organised Crime and Corruption: completed in March 2016, the report estimated the cost linked to insufficient cooperation in the field of crime and Corruption to amount to at least 71 billion euro annually.

As regards European Added Value Assessments, eight reports were prepared in the last legislature - on a Law of Administrative Procedure for the EU; Information and Consultation of Workers in cases of restructuring; a Statute for a European Mutual Society; Better Governance for the Single Market; a 14th Company Law Directive on Cross-border Transfer of Company Seats; Equal Pay; Violence against Women, and the European Arrest Warrant.

Five such European Added Value Assessments have so far been completed in the current legislative period on:

• reform of the EU electoral law;
• corporate taxation: “Bringing transparency, coordination and convergence to corporate tax policies in the European Union”;
• limitation periods for traffic accidents;
• protection of vulnerable adults;
• an EU mechanism on democracy, the rule of law and fundamental rights.

Two additional European Added Value Assessments, one on the cross-border recognition of adoptions (final report - the interim report has already been published), and the other, on the liability and insurance of driverless cars (robotics), are about to be completed.
In addition, the third edition of the *Mapping of the Cost of Non-Europe, 2014-2019* was published in April 2015 (the first report was published in March 2014) to take account of further research, notably on aspects of deepening or widening the single market. In 2014, the same approach was also used to analyse the potential economic benefits of the ten-point policy programme presented by Jean-Claude Juncker before he was elected by the Parliament as President of the European Commission.

- **Future milestones**

With a view to refining the detailed building-blocks of the ‘Mapping of the Cost of Non-Europe’ and to help setting future topics of agenda-setting or quantitative research relevant to their legislative work, the European Added Value Unit (EAVA) has opened new fields of work. In connexion with new initiatives in the Committee on Legal Affairs, the European Added Value Unit is about to start a *Cost of Non-Europe Report* on Civil Law Rules on Robotics, which is designed to complement and broaden the work launched on liability issues of driverless cars. It has also been asked to carry out a study - together with the Ex-Ante Impact Assessment Unit (IMPA) - evaluating the potential impact and identifying the advantages of the EP legislative initiative proposal for a regulation on an open, efficient and independent European administration. Finally, the Unit also continues to publish a series of short papers on *European Added Value in Action*, which identify and explains the added value of existing EU policies in practice. A new paper on EU development policy is about to be published.

More so, following a request by the Committee on Civil Liberties, Justice and Home Affairs, the European Added Value Unit has recently launched a horizontal Cost of Non-Europe Assessment in the Area of Freedom, Security and Justice. It is expected to contain a state of play in this field, as well as to quantify the cost of current gaps and barriers in the establishment of the area, covering topics from the judicial cooperation in the fight against terrorism, migration, border control and visa policy.

Work is on-going on a statute for social and solidarity-based enterprises as well as on common minimum standards on civil procedure; on the latter issue, the preparatory study has been completed; the unit is awaiting the presentation of the report at committee level before preparing the final European Added Value Report.

- **References and sources of information**

1. Work of the European Added Value Unit is available on the EP intranet.
2. All products of the European Added Value Unit are available on the EP Think Tank page.
- Description and aim

The Committee of the Regions (CoR) and the European Economic and Social Committee (EESC) should play a genuine consultative role in the European Union system, especially when draft legislation is being considered. This includes their capacity to gather, through their specific networks in the regions or within European civil society, valuable feedback on the way existing legislation is being implemented at regional or local level and how its effectiveness is perceived by citizens and stakeholders (notably employers, employees or NGOs). The European Parliament and the two advisory committees have, as a result, taken concrete steps to cooperate more closely in the field of policy analysis and review, to better share information - before, during and after legislation is adopted - and to realise joint economies of scale in resources, to support knowledge functions likely to increase the impact of their Members in the various phases of the EU legislative cycle. Cooperation agreements between the European Parliament and the Committee of the Regions, on the one hand, and the European Economic and Social Committee, on the other, were signed in 2014 by their three Presidents, following confirmation by the relevant governing bodies.

- History and state of play

A combination of tight budgets, a reduction of five per cent envisaged in the personnel of EU institutions in the years to 2017, and the development of new capacities in the Parliament’s administration, alongside the continued modernisation of existing ones, all point to the achievement of significant efficiency gains in current operations. One of the areas identified early on for such possible efficiency gains was the possibility of providing translation services to the EESC and the CoR by the Parliament. In return, the Parliament offered a maximum of 80 staff (freed by the restructuring of the Committees’ translation service) the opportunity to join the Parliament’s new Members’ Research Service, mostly to become policy analysts, in line with the provisions of the agreements between the EP and the two committees.

The cooperation with both committees has increased recently, reflected also in mutual invitations to conferences and the like. In the context of ex-post evaluation, cooperation with the Economic and Social Committee has advanced considerably, also due to organisational efforts made in the committee by setting up the appropriate administrative structures and taking decision at political level.

- Future milestones

As a result of the Cooperation Agreements with the Committees, the latter’s expertise and networks are also being increasingly developed and used, particularly in the field of ex-post impact assessment and evaluation of European legislation. The Committees are moving towards systematically providing the European Parliament with information and relevant materials on how effectively existing legislation and spending programmes are working, so that this may be taken into account by the Parliament in the legislative or revision process. The expertise of both advisory committees, provided systematically and in good time, will facilitate a more informed position by the Parliament when making and revising legislation and EU policy.
In this context, the new ‘evaluation-type’ information reports that the Economic and Social Committee has very recently started may provide an information basis for the analytical work done at the EP. Ideally, they should highlight the experience of civil society at Member State level with particular pieces of EU legislation and their national implementation.

Reciprocally, the Parliament is already providing and will continue to provide the two Committees with additional expertise and materials through the products and services of its Members’ Research Service. The two Committees will be actively involved in Parliament’s European Semester work, and a seat will be reserved for one member from each Committee in parliamentary committee meetings, whilst their rapporteurs will be invited to present substantial opinions in hearings of the relevant parliamentary committees. Conversely, Parliament’s rapporteurs will be invited to participate in the competent bodies of the two Committees.

Relevant documents from the regions, the cities and the social partners represented in the Committees should soon be available on URBIS digital repository for the EP’s own consultation process.

**CONSULTATION WITH NATIONAL PARLIAMENTS**

> Consultation

**CONTENT**

• **Description and aim**

The Treaty of Lisbon accorded for the first time a formal role to national parliaments in assuring "the good functioning of the Union" (Article 12 TEU), specifically introducing an early-warning system for national parliaments oversee the respect for the subsidiarity principle in EU legislative proposals. This new role for national parliaments has promoted a higher degree of cooperation with the European Parliament, and led to a review and modification of the latter’s Rules of Procedure and administrative structures, aimed at a further improvement in inter-parliamentary relations. In this context, the Parliament has invited those national parliaments which wish to do so, to share their views on the implementation of existing European legislation at national level with MEPs, especially whenever the European Commission envisages revising such law. This kind of early consultation with national parliaments in effect offers them the possibility of widening and deepening their input into the EU legislative process beyond the strict control of subsidiarity.

• **History and state of play**

In addition to a long-standing, active involvement in the Conference of Parliamentary Committees for Union Affairs of Parliaments of the European Union (COSAC), together with increasingly active committee-to-committee links, a new focus of the European Parliament’s cooperation with national parliaments has been to offer the latter the possibility of actively and positively contributing to the process of improving legislation adopted at European level, beyond the rights they can exercise together on the basis of the subsidiarity principle. Following developments in European economic governance, the Parliament hosted an interparliamentary
conference on the European Semester for Economic Policy Coordination, which later developed into an annual European Parliamentary Week on the European Semester. In the meantime, the provisions of the Fiscal Compact Treaty foresaw the organisation of an interparliamentary conference (Article 13 TSCG), the Interparliamentary Conference on Stability, Economic Coordination and Governance in the European Union, held so far in Vilnius, Brussels (three times), Rome, Luxembourg and Bratislava. Additionally, Interparliamentary Conferences for CSFP and CSDP are organised, as well as joint committee meetings and joint parliamentary meetings between the European Parliament and the national parliament of the Member State holding the rotating six-months Presidency of the Council of the European Union.

In the context of ex-post evaluation, Implementation Appraisals drafted by the Policy Cycle Unit are uploaded to a dedicated forum on IPEX created to that effect in order to enhance the information flow. Also, national parliaments may be contacted via the ECPRD network for potential contributions in the phase of evidence-gathering for the European Implementation Assessments drafted for parliamentary committees by the Ex-post Impact Assessment Unit.

- **Future milestones**

Apart from the scrutiny role attributed to national parliaments under Protocol No 2 to the Treaty of Lisbon, future developments in cooperation with national parliaments should benefit from their expertise in implementing European legislation and closeness to monitoring its actual functioning. In this way, national parliaments could provide valuable input to the European Parliament in assessing the performance of EU legislation and feeding back this expertise in the consultation process before the legislative phase starts at European level. The President of the European Parliament has accordingly proposed such an exchange to all national parliaments which might be interested. Relevant documents provided by the expert committees of national parliaments may soon be also available on the URBIS digital repository for the EP’s own consultation process.

- **References and sources of information**

1. IPEX (Interparliamentary EU Information Exchange): http://www.ipex.eu
2. CONNECT (the European Parliament’s database of national parliament documents):
   http://www.connect.ep.parl.union.eu/parnaweb
3. The Directorate for Relations with National Parliaments:
• Description and aim

With the introduction of delegated acts by the Treaty of Lisbon (Article 290 TFEU), Parliament can exercise its veto right (generally two months extendable by two months) and, for a given act, revoke the delegation of powers granted to the Commission. The Parliament has limited powers (and no right of veto) for implementing acts (Article 291 TFEU). The Parliament is in an ongoing process of increasing its effectiveness in scrutinising delegated acts by establishing and building on best practices and by seeking improved inter-institutional cooperation and communication to facilitate its scrutiny activities.

Similar scrutiny practices apply to the Regulatory Procedure with Scrutiny (RPS), a remnant of the former comitology system still in existence, which also provides for a veto right for Parliament (generally three months). RPS were in principle to become delegated acts through a process of alignment, but as this alignment is still ongoing, the Parliament continues to receive draft RPS measures, which are scrutinised by the committees and, subsequently, the plenary.

• History and state of play

During the negotiation phase of legislative acts, the Council is often opposed to accepting delegated acts. Parliament in the seventh legislative term adopted a position on the use of delegated and implementing acts(1) to help rapporteurs when negotiating on this issue. On the basis of a decision by the Conference of Presidents from 2012, all agreements in first and second reading are screened before being put on the plenary agenda for vote.

The access of Parliament to expert meetings and to information, documentation and planning information at the preparatory phase of delegated acts, i.e. before their adoption and formal transmission by the Commission, was further improved, most recently in the framework of the Interinstitutional Agreement on Better Law-Making.(2)

A regular overview of all delegated acts under scrutiny, including action taken by committees, is provided to the political authorities and made available on the EP intranet. In the framework of a project to enhance the scrutiny of delegated acts and RPS measures, the committees have adopted or updated existing internal scrutiny procedures according to indicative best practices identified among committees and compiled by the Conciliations and Codecision unit. In 2016, 24 new posts were allocated to the committees most concerned, in order to further strengthen the Members’ capacity for Parliamentary scrutiny of delegated acts.

In most legislative acts, the delegation of powers is granted for a limited period (usually between 3 and 7 years), subsequently tacitly extended following a report by the Commission to the Parliament nine months before the end of the delegation, and can be revoked at any time. A mechanism for the systematic scrutiny of the Commission’s reporting requirements and possible revocation of the delegation of powers has been put in place.

Moreover the Parliament’s Rules of Procedure were updated, clarifying the procedures for objection, extension of deadlines or early non-objection as well as the respective roles of associated or joint committees and of the political groups.(3) Transparency has been
increased by including delegated acts in the public Legislative Observatory (OEIL) as well as the internal database ITER, both of which are used for monitoring the decision making process.

**Future Milestones**

The Interinstitutional Agreement on Better Law-Making provides for a "functional register of delegated acts, providing information in a well-structured and user friendly way in order to enhance transparency, to facilitate planning and to enable traceability of all the different stages in the lifecycle of a delegated act" to be set up by the end of 2017.

In the Agreement, the three institutions also committed to negotiate on common non-binding delineation criteria for delegated and implementing acts.

A full alignment of remaining RPS provisions in legislative acts adopted before the Treaty of Lisbon to delegated and implementing acts will be negotiated following new legislative proposals expected early in 2017.

**References and sources of information**

Information on delegated and implementing acts can be found on the EP-Intranet (including the Handbook on Delegated and Implementing Acts): CODE Intranet site on Delegated and implementing acts


(2) The latest developments with regard to this phase of ‘political scrutiny’ are laid out in the fiche on expert groups.

(3) The 2016 revision of the Parliament’s Rules of Procedure align the procedures for objections to delegated acts and to RPS measures: as a result, if the AFCO report is endorsed by Parliament (in December 2017), motions for resolutions objecting to draft RPS measures can, from early 2017 onwards, also be tabled directly to plenary by political groups or 40 Members. (TBC)

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**EP'S OWN EX-POST IMPACT ASSESSMENT**

**CONTENT**

• **Description and aim**
The European Parliament’s ex-post impact assessment focuses on the evaluation (including transposition, implementation, enforcement, impact and effectiveness) of existing EU legislation, EU spending programmes and international agreements to which the EU is party. Sources of information include both in-house material - particularly resolutions, petitions and citizens’ enquiries - and externally-available evaluations and material from other EU bodies (notably the European Commission, European Court of Auditors (ECA), the advisory committees - the European Economic and Social Committee (EESC) and the Committee of the Regions (CoR) -, national parliaments, other organisations more widely, and EP external contractors. This material is compiled, analysed and put at the disposal of Members and committees, in order to allow the Parliament to identify any possible needs for update or change of the legislation. In this way, the EP can strengthen its position in policy agenda-setting and influence new proposals even before they are drafted. In particular, Implementation Reports drawn up by parliamentary committees are now routinely accompanied by in-depth European Implementation Assessments, with the findings on the impact, operation, effectiveness and delivery of the scrutinised EU law or policy. The new EP rules on implementation reports, since April 2016, further clarifies and emphasises the analytical support provided to rapporteurs in European Implementation Assessments.

- History and state of play

The European Parliament’s ex-post impact assessments are carried out by in-house policy analysts where possible, and external experts where necessary. Since September 2014, a dedicated unit has developed a detailed EP approach to and methodology for ex-post evaluations. A general ‘intervention logic’ has also been developed, including an internal cross-check mechanism to identify relevant information already available within the Parliament, notably in the Petitions Committee and in the AskEP service (Citizens’ Enquiries Unit). In addition, outreach has been extended to national parliaments and the Advisory Committees to contribute to the gathering of useful information and experience on implementation. Since 2014, almost 40 European Implementation Assessments and other evaluations have been commissioned by a total of 14 different parliamentary committees, covering, for example, employment, social and legal affairs, to constitutional, environmental and education issues.

- Future milestones

Further efforts will be made to intensify cooperation with parliamentary committees and other administrative partners, in particular as concerns forward planning, exchange of best practice and information already available, updating and peer-review of existing documents. As concerns sources of information, relations with national parliaments, CoR and EESC and other institutions are being developed. The mapping of evaluation activities by the Commission and Court of Auditors is to be intensified and further structured in the future, with the aim of establishing a comprehensive database, underpinned by the development of an appropriate IT tool. A strong emphasis is continuously placed on methodological questions, in order to ensure maximum consistency and quality in the Parliament’s approach to ex-post evaluation.

- References and sources of information
1. Briefing: Evaluation and ex-post impact assessment at EU level
3. Ex-Post Impact Assessment Unit presentation on EPRS intranet
4. European Implementation Assessments on EP Think Tank

SCRUTINY ON SPENDING PROGRAMMES

CONTENT

• Description and aim

The multiannual financial framework (MFF) 2014-2020 is the main vehicle to finance the EU political priorities for 7 years at EU level. More than 65 financial programmes covering all policy areas are financed under this MFF, reason why all committees are involved in scrutinising the implementation of such programmes.

• History and state of play

This scrutiny takes various forms:

• ‘Legislative scrutiny’ (by specialised committees) of the MFF instruments as regards strategic programming decisions through delegated acts and/or implementing acts, strategic dialogues, and (compulsory) mid-term reviews.

• Decision-making on EU annual budgets and monitoring the implementation thereof (committee on Budgets in cooperation with specialised committees), assessing the financial implications of Union acts and their compatibility with the MFF.

• Control of the implementation of the EU budget as well as assessment of the cost-effectiveness of EU financial programmes through the discharge procedure (committee on Budgetary Control in cooperation with specialised committees).

Tools and developments with regard to scrutiny on financial programmes:

1. Delegated acts give Members a real veto on strategic programming decisions. On the External Financing instruments (EFI) two so-called ‘strategic dialogues’ took place in AFET and DEVE committees on the work programmes of the instruments falling under their competence.

2. As part of the budgetary procedure and the monitoring of budget implementation the committees examine inter alia programming documents, implementation reports and budgetary forecast alerts. In this context a specific interinstitutional working group has been set up to take a closer look at payment needs. The committee on Budgets also organises monitoring groups with involvement of BUDG rapporteurs of year N + N+1 and rapporteurs from specialised committees. European Council conclusions are
also screened on their possible implications for the EU budget.

3. As regards scrutiny through the discharge procedure new tools have been developed especially as regards performance scrutiny, including an analysis of the Commission’s annual evaluation report and its communication on the protection of the EU budget.

4. At administrative level, a first meeting of the MFF network took place on 12 December 2014.

• **Future Milestones**

Concerning legislative scrutiny it will be important to continue to exchange best practices (e.g., monitoring groups) on scrutiny done by the different committees. The actions listed under the budgetary procedure above should also help prepare the review of the MFF and its financial programmes.

• **References and sources of information**

1. Conciliations and Codecision unit:

2. Committee on Budgetary Control:
   http://www.contnet.ep.parl.union.eu/contnet/cms/home/menu_current_leg;jsessionid=CDB4347D5E2E09DE28D52A7F833D96DF

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**EP'S STAKEHOLDER DIALOGUE**

> **CONSULTATION**

**CONTENT**

• **Short description of the Project**

The project aims at activating and involving in the EP legislative process the stakeholders in the Member States - local authorities, NGOs, trade unions, employers’ organisations, SMEs and think tanks situated on the local level and with whom the MEPs have regular contacts and exchange. These stakeholders contribute to shape public opinion and national positions on European affairs. Their views on existing legislation and on the challenges it might pose deserve to be channelled into the consultation process carried out by the EP. Therefore, cooperation between Committee Secretariats and EP Information Offices (EPIOs) should be intensified with a view of organising a more systematic dialogue with local stakeholders on the legislative issues under discussion in the European Parliament.

The project foresees:
1. Intensified cooperation between Committee Secretariats and EPIOs for committee visits. Key pieces of legislation as well as the planned visits which are linked to them would be discussed in bilateral meetings between DG IPOL and DG COMM at least twice a year. The EPIOs can propose to organize activities in line with the format and purpose of the specific committee visit. These proposals could include different types of stakeholder meetings with sectors such as academia, business associations, trade unions, NGOs, citizens 'town-hall' meetings and members of national parliament.

2. Organisation of stakeholder meetings on specific legislative issues at the request of the rapporteur. The likely priorities for the following year could be identified on the basis of - inter alia - the unfinished business, the Cost of non-Europe mapping and the European Commission Work Programme. The EPIOs could then provide a qualitative analysis about the perception of those legislative issues in their respective Member State as well as a generic mapping of the relevant stakeholders. The rapporteur would successively be invited to consider whether meeting with stakeholders in the specific country would be useful and thus request a tailor-made activity. For such activities, the EPIOs shall do a detailed mapping of stakeholders covering this policy area and regions particularly concerned.

3. Further development of EPIOs communication tools in order to target stakeholders.

• State of play and major project milestones

Project milestones

1. Implementation of pilot project: Organisation of stakeholder meetings on specific legislative issues at rapporteur’s request: start date - 09/2013, end date - 05/2014
2. Evaluation of pilot project: start date - 05/2015, end date - 06/2015
3. Bilateral meetings between HoUs of Committee Secretariats and DG COMM representatives to define likely priorities for 2016: start date - 10/2015, end date - 11/2015
4. Qualitative analysis about subjects of interest made by EPIOs. On this basis a proposal is made to the rapporteurs: start date - 12/2015, end date - 01/2016
5. Organisation of stakeholder dialogue: start date - 2016, no end date

• Future Milestones

Efficiency gains:

1. Enabling to capitalise on EPIOs networks of stakeholders in legislative work of the EP.
2. Creating a framework for stakeholder discussions with the rapporteur on a legislative report.
4. Providing platforms for facilitating contacts between the Committees and stakeholders.

EXPERT GROUPS

[ ON HOLD ]

ADMINISTRATIVE TRAIN 12.2016

1 COMPLETING THE LEGISLATIVE CYCLE
When preparing delegated acts, the Commission consults experts, including from the Member States. For Parliament to effectively exercise its scrutiny powers, it must have full and prompt access to information and documentation on meetings of national experts, and be able to have its experts attending relevant ones, so that possible problems can be identified at an early stage and, if necessary, the Commission can be invited for an exchange of views with the committee concerned. Participation of Parliament’s experts in expert groups is a way for the EP to exert its right when it comes to delegated acts, and to get a more accurate picture of actual problems with the implementation of existing legislation. This information is channelled back to the Members for the purpose of enabling them to use their scrutiny rights on delegated acts and to alert them when they start debating a possible revision of the legislation.

The 2010 Framework Agreement on Relations between the European Parliament and the European Commission already required (in paragraph 15 and Annex I) the Commission to “provide full information and documentation on its meetings with national experts within the framework of its work on the preparation and implementation of Union legislation, including soft law and delegated acts.” Furthermore, if so requested by Parliament, “the Commission may also invite Parliament’s experts to attend those meetings” as observers, with the exception of meetings of comitology committees. These provisions were significantly improved by the 2016 Interinstitutional Agreement on Better Law-Making, which provides that the European Parliament shall “receive all documents at the same time as Member States’ experts”. In addition, “experts from the European Parliament (...) shall systematically have access to the meetings of Commission expert groups (...)”.

At the start of the 8th parliamentary term, committees were encouraged to apply a series of good practices compiled by the Conciliations and Codecision Unit to optimise the manner in which Parliament scrutinises the preparation of delegated acts. These include, inter alia, establishing contacts with the relevant Commission services to obtain calendars of scheduled expert group meetings and for the adoption of delegated acts, agreeing (or improving existing) internal procedures to determine which expert meetings they should attend, and inviting the Commission to come to Parliament to discuss issues related to delegated acts during their preparation.

The Interinstitutional Agreement on Better Law-Making provides for a “functional register of delegated acts, providing information in a...
well-structured and user-friendly way in order to enhance transparency, to facilitate planning and to enable traceability of all the different stages in the lifecycle of a delegated act to be set up by the end of 2017.

This register would significantly facilitate Parliament's access to information on expert group meetings and the preparation of delegated acts.

- References and sources of information

More information on delegated acts and expert groups (including the Handbook on Delegated and Implementing Acts), and all documents referred to above, can be found on the intranet of the Conciliations and Codecision (CODE) unit of DG IPOL: http://www.ipolnet.ep.parl.union.eu/ipoladm/cms/home/ipol_expjoint_services/conciliation_codirect_delacts/dia_p_reparatory_phase

(1) In practice, the same experts may also participate in the comitology committees that deal with implementing acts or Regulatory Procedure with Scrutiny (RPS) measures.

(2) The 2008 agreement between the Parliament and the Commission on comitology procedures already established Parliament’s rights to full information and documentation, at the same time as the Member States.

(3) According to a recent internal survey, the committees responsible for 94% of the delegated acts submitted to EP have established an internal procedure for the scrutiny of delegated acts during the drafting phase (including attendance of expert groups)
The European Strategy and Policy Analysis System (ESPAS) provides a framework for cooperation at administrative level between EU institutions and bodies on the identification and analysis of long-term trends facing the European Union.

The objectives of the ESPAS process, as defined in the 2010 and 2012 EU Budgets, are to provide an inter-institutional system for identifying global long-term trends facing or relating to the European Union, and to provide common analyses of probable outcomes on major issues for policy-makers; promote closer working cooperation between the research departments of the various EU institutions and bodies which are devoted to the analysis of medium- and long-term policy trends; provide regular input to the EU institutions to nourish long-term and medium-term strategic thinking, including reaching out to academics, think tanks and other stake-holders to provide a broad perspective; develop links with other countries and organisations undertaking global trends work, in order to benefit from their expertise, as well as providing its own expertise to other countries seeking to follow strategic trends and changes; and build and maintain an open website and a ‘global repository’ for all relevant information to facilitate access to citizens, linking the site to other working websites on long-term trends across the globe.

The secretariats of the European Parliament, European Commission, Council of the EU, and European External Action Service - together with the Committee of the Regions and the European Economic and Social Committee as guest members - work together on a voluntary basis in analysing long-term trends which might affect the European Union, both at domestic and international levels, in coming decades, to provide decision-makers within their respective institutions with up-to-date analysis of the resulting long-term policy challenges and options.

- History and state of play

During a Pilot Project and Preparatory Action under the 2010 and 2012 EU Budgets, the ESPAS coordinating group commissioned a scene-setting report in 2012 from the EU Institute for Strategic Studies (EUISS), established working groups of EU officials to work on trends in the fields of economics, society and geopolitics, commissioned three detailed ‘trend reports’ from leading think tanks in each area (in 2013), and subjected the evolving work to discussion and review at successive annual conferences. The final synthesis report of the ESPAS Preparatory Action - entitled Global Trends to 2030: Can the EU meet the challenges ahead? - was completed in December 2014 and published in March 2015. An on-line open repository of long-term trends publications from many sources, called ORBIS, was established in parallel, and networking among experts on long-term trends within and beyond the Union was promoted.

The on-going operation of the ESPAS process was assessed to be a success in a European Parliament resolution on the subject adopted in October 2013 (Rapporteur for Budgets Committee: James Elles MEP). The Parliament underlined ‘the importance of continuing the process of developing an effective capacity for the provision of independent, high-quality inter-institutional analysis and advice on key trends confronting policy-makers within the EU system’ and ‘strongly recommend[ed] that this process continue after the expiry of the current preparatory action’ at the end of 2014, on the basis that would ‘involve staff from all the relevant EU institutions and bodies’. That has been undertaken, in that on the basis of the experience of positive cooperation established between administrations during the Pilot Project and Preparatory Action over 2010-14, the ESPAS process continues on a voluntary basis.
between the administrations concerned. It is coordinated by a steering group, encompassing senior officials from the participating EU institutions or bodies, currently chaired by the European Commission, with the secretariat provided by the European Parliament. The secretariat is provided by the Global Trends Unit, which undertakes research on global trends, assists projects teams of officials working on trends, including the ESPAS Young Talent Network, and contributes to organising the annual ESPAS conference and the ESPAS high-level speakers series.

- **Future milestones**

The ESPAS steering group will continue to meet and discuss key long-term trends, with particular emphasis on shifting trends or revised assessments over time. An annual ESPAS conference will be held, focussing successively on economic, social and geopolitical trends. A ‘young talent network’ and a high-level speakers series has been established to promote discussion of forward trends among younger officials.

- **References and sources of information**

1. ESPAS website: http://espas.eu/
2. ORBIS website: http://espas.eu/orbis/

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**OWN-INITIATIVE REPORTS**

> AGENDA SETTING

**CONTENT**

- **Description and aim**

Own-initiative (INI) reports are an important working tool and political instrument for the European Parliament. INI reports often pave the way for new legislative proposals, exploring diverse topics of interest to Members, responding to Commission communications, and expressing Parliament’s position on different aspects of European integration. They are thus important tools in the early phase of the legislative cycle when trying to shape the agenda.

- **History and state of play**

Rule S2 of the Rules of Procedure lays down requirements for authorisation of own-initiative reports. The Conference of Presidents has adopted implementing provisions on the procedure for granting authorisation to draw up own-initiative reports (Annex XVII to the Rules of Procedure). These provisions establish 5 types of INI reports with different procedures of authorisation: legislative own-
initiative reports; strategic reports; non-legislative own-initiative reports; annual activity and monitoring reports and finally implementation reports.

During the first half of the legislative term each committee may simultaneously draft up to 6 own-initiative reports, and during the second half each committee can simultaneously draft up to 3 own-initiative reports. The procedure for granting an authorisation requires a committee wishing to draft an own-initiative report to first notify the Conference of Committee Chairs (CCC) thereof, where all committee Chairs have a possibility to object to the request or ask to be associated (under Rule 54 or Rule 55). Requests that receive no objections and requests where objections are solved/settled are forwarded to the Conference of Presidents for authorisation or notification. Motions for resolutions contained in own-initiative reports as adopted by the committee are examined by Parliament under the short presentation procedure (Rule 151). Amendments should only be admissible for consideration in plenary if tabled by the rapporteur to take account of new information or by at least one-tenth of the Members of Parliament. Within 3 months of the adoption of a parliamentary resolution, the Commission should provide information to Parliament in writing on action taken in response to specific requests addressed to it in Parliament's resolutions based on own-initiative reports, including in cases where it has not been able to follow Parliament's views (point 16 of the Framework Agreement). Parliament keeps track of its requests contained in own-initiative reports in its Political Work Programme and may document the cost of no delivery for the European citizens.

**Future milestones**

Since the start of the 8th legislature the Conference of Committee Chairs has already dealt with over 300 requests for INI reports. Several committees have drafted strategic reports based on the priority initiatives included in the work programmes of the Commission and the same can be expected regarding the Commission's Work Programme for 2017. With the start of the second half of this legislative term the number of INI reports is however expected to decrease, as committees can draft up to three (not six) own-initiative reports simultaneously.

**References and sources of information**

More information on own-initiative reports and the relevant regulatory framework can be found on the site of the Legislative Coordination (Coordleg) unit [Intranet-website]:

1. DG IPOL : Own-initiative reports
• **Description and aim**

The European Parliament has a particular interest in following the transposition, implementation and enforcement of EU law, as well as in monitoring the impact, operation, effectiveness and delivery of policy and programmes in practice. While it is the European Commission's duty to supervise and ensure correct transposition and implementation by Member States, the EP, both as co-legislator and in its role of holding the Commission to account, has a strong interest in knowing the effects and concrete results of the legislation it has adopted. Legislative acts usually contain provisions for review, evaluation and reporting ('review clauses') which should allow for monitoring their impact and effects. In addition, directives may contain provisions requesting Member States to forward additional comprehensive information on transposition ('explanatory documents' or 'correlation tables').

Compiling information on review and evaluation clauses and on reporting duties can help give parliamentary committees an overview of what information should be available, according to the legislative act, and in what timescale. It can also contribute to improved legislative planning and agenda-setting in preparation of expected evaluation reports, reviews and any new legislative proposals which might result from such review. Based on this information, parliamentary committees can move towards a deeper reflection on the proper implementation of EU laws and programmes, push for respect of existing rules, and/or call for changes to be made to them, including their possible repeal. An annually project is the systematic identification of amending legislation in the European Commission's Annual Work Programme (CWP). For the year 2017, 69 such files have been identified, on the basis of the CWP itself. For all of those instances where legislative proposals changing current arrangements are expected, *Implementation Appraisals* are drafted to the degree that the file merits such coverage and human resources are available.

• **History and state of play**

In October 2013, the Directorate for Impact Assessment and European Added Value in DG EPRS began to compile relevant information on review clauses, concentrating on acts adopted by the EP during the 2009-2014 parliamentary term. Links were established with parliamentary committee secretariats to design and develop the list in accordance with their needs and to ensure a comprehensive approach. A *Rolling Check-List of Review Clauses in EU Legislation* has been published regularly since July 2014, providing parliamentary committees, for the first time, with a structured overview, by subject area and individual legislative act, of such clauses and the timelines for up-coming reviews and other reporting provisions in EU law. This has now been updated four times with a fifth edition expected in January 2017.

There are various other check-lists providing Members and committees with a scrutiny toolbox:

A *Rolling Check-list of Review and Monitoring Clauses in International Agreements*, first produced in December 2015, which provides an overview of review and monitoring clauses, sunset clauses and management and implementation clauses, which are included in international agreements that have been concluded between the EU and third countries. The check-list has been published in an updated and expanded second edition in October 2016, now providing an analytical overview on 836 international agreements.
A Rolling Check-list on Evaluation in the European Commission, which provides a comprehensive overview of on-going and planned ex-post evaluations of EU legislation and spending programmes conducted by the Commission, as well as the mechanisms underpinning them, bringing this information together in one place for the first time. This includes the monitoring of the implementation of the new internal guidelines on evaluation, which the Commission implemented in July 2015. The second edition will be published in December 2016.

A Rolling Check-list of the findings of European Court of Auditors’ Special Reports, which presents a comprehensive overview of these reports, concentrating on those bearing on the annual EU discharge procedure. It summarises the main findings of each ECA special report and seeks to link them to the relevant debates and positions of the European Parliament, including, notably, the working documents of the Budgetary Control Committee, as well as to the work of the specialized parliamentary committees, and to individual Members’ questions. The new edition will be published around February 2017 to support the European Parliament’s discharge procedure with background information.

• Future milestones

In order to enhance the depth and rapidity of the analysis of the information collected in the context of the existing rolling check-lists, the Policy Cycle Unit of DG EPRS, in cooperation with DG ITEC, is developing a support tool hopefully allowing to reduce the so far necessary considerable time effort to update and analyse existing data.

A new rolling check-list on the European Parliament’s requests to the European Commission and their follow-up given by the European Commission will be presented in its first edition at the beginning of 2017, offering yet another valuable tool to effectively support and enhance Parliament’s scrutiny capacities.

• References and sources of information

1. Evaluation in the European Commission - A Rolling Check-list
2. International Agreements: Review and Monitoring Clauses - A Rolling Check-list
3. Special Reports of the European Court of Auditors - A Rolling Check-list of Recent Findings
4. Review Clauses in EU Legislation - A Rolling Check-list - Fourth edition
The Political Work Programme is a compilation of calls for legislative action that the European Parliament has addressed to the European Commission. It is first and foremost a tool that offers a quick overview of the Commission’s reactions – or lack thereof - to these requests, policy area by policy area. As such, this is especially valuable when one needs to quickly find out if the Commission has published a requested legislative proposal, if it has communicated its intention to do so, or indeed if it has responded negatively. An added value of the Political Work Programme is that it also indicates at which stage of the process a requested legislative proposal finds itself - from public consultation by the Commission, to announcement in the Commission Work Programme, all the way through to the stage of the relevant legislative file in the Parliament once the proposal has been put forward.

**History and state of play**

In principle, the Legislative Coordination Unit should collect this information on a monthly basis and monitor further developments. At its core are calls for legislation contained in Parliament's resolutions, including in its legislative own-initiative reports, and in the Summary Report adopted each year by the Conference of Committee Chairs. Regular contact with and feedback from the committees ensures that the information is always up to date. The adopted resolutions are regularly analysed to identify Parliament’s new legislative requests. These are added to the existing requests and all are then monitored for new developments. This is done using the Commission’s official registry of documents, the Commission Rolling Programme, its various specialised websites, and reports from the Commission’s weekly College meetings. On the Parliament's side, the Legislative Observatory and feedback from committee meetings are some of the sources used for monitoring the progress of each file. At the end of the regular updating process, the latest version of the document is uploaded on DG IPOL’s intranet site. The result of this wide-ranging work is a constantly updated document which offers information gathered from numerous sources, processed and analysed for the purpose of following the trajectory of legislative proposals requested by the Parliament, from start to finish.

**Future milestones**

Next to serving as a monitoring tool, the Political Work Programme could also be useful over an entire legislative term as a testimony to the breadth and scope of legislative work that the European Parliament set in motion and finalised for the benefit of the citizens of Europe.

For the previous legislature, it has provided the basis for the Remaining Legislative Demands and Rolling Legislative Agenda published following European Council Agenda agreed upon after the 2014 European elections. The latest version of the Political Work Programme provided by DG IPOL Legislative Coordination Unit has been compiled in December 2016. It is now to be complemented by a more analytical rolling-check list on the European Parliament’s requests.

**References and sources of information**

1. Political Work Programme (EP-Intranet link):
LEGISLATIVE OWN-INITIATIVE REPORTS

> [ ARRIVED ]

AGENDA SETTING

CONTENT

- Description and aim

Parliament may request the Commission, pursuant to Article 225 of the TFEU, to submit to it any appropriate proposal for the adoption of a new act or the amendment of an existing act, by adopting a resolution on the basis of an own-initiative report drawn up by the committee responsible in accordance with Rule 52. According to Rule 46, the resolution shall be adopted by a majority of the component Members of Parliament in the final vote. Parliament may, at the same time, set a deadline to the Commission for the submission of such a proposal. Legislative own-initiative reports contain a detailed draft of the text expected from the Commission.

- History and state of play

According to the provisions on the procedure for granting authorisation to draw up own-initiative reports, adopted by the Conference of Presidents (Annex XVII to the Rules of Procedure), a committee wishing to request authorisation for a legislative own-initiative report has to first notify the Conference of Committee Chairs (CCC) thereof. The CCC ascertains the conformity of the requests with the rules in force. Requests that receive no objections and requests where objections are solved/settled are forwarded to the Conference of Presidents for final authorisation. Legislative own-initiative reports are exempted from the quota of simultaneous reports. During the 7th term Parliament adopted 18 legislative own-initiative reports in various EU policy areas.

Under the EP-Commission Framework Agreement (point 16) the Commission has committed itself to report on the concrete follow-up to any EP legislative own-initiative report within 3 months following its adoption in plenary and come forward with a legislative proposal at the latest after one year or include the proposal in its next Work Programme. If the Commission does not submit a proposal, it shall give Parliament detailed explanations of the reasons. The delivery of actual legislative proposals by the Commission has regrettably been inadequate. In various cases the Commission has abstained from presenting a relevant legislative proposal, whereas in other instances where it has been submitted, not all the Parliament’s recommendations have been implemented.

The EP keeps track of its requests contained in own-initiative reports in its Political Work Programme and may document the cost of no
delivery for the European citizens. The Directorate on Impact Assessment and European Added Value provides ‘European Added Value Assessments’ to set out the rationale for legislative own-initiative reports put forward by parliamentary committees; and it also analyses the added value of existing EU policies in practice.

- References and sources of information

More information on legislative own-initiative reports and the relevant regulatory framework can be found on the site of the Legislative Coordination (Coordleg) unit on DG IPOL intranet and on the site of DG EPRS:

1. DG IPOL : Own-initiative reports

INTER-INSTITUTIONAL PROGRAMMING

AGENDA SETTING

CONTENT

- Description and aim

Article 17 of the Lisbon Treaty provides that the European Commission initiates the annual and multi-annual work programme of the Union “with a view to reach inter-institutional agreement”. According to its Secretary General, Parliament has many times recalled that, “we are not anymore in a position where only the Commission has the right of initiative. Article 17 has clearly established that this function has to be shared and that the Commission should look for genuine inter-institutional agreements”.

- History and state of play

A first step towards Parliament increased influence in the multiannual and annual programming was reached in the Framework Agreement of 20 October 2010 on relations between the European Parliament and the European Commission. The Framework agreement introduced in particular a detailed frame for discussions (the so-called “structured dialogue”) between parliamentary committees and Commissioners on future political and legislative priorities, the State of the Union debate in plenary and an annual meeting between the Conference of Committee Chairs and the College of Commissioners in order to pave the way for Parliament deliberations. Members of the previous legislature have nevertheless complained about the lack of reliability of the Commission Work Programme and late delivery of Commission’s proposals on key issues. A common and genuine legislative planning, living up to the new Lisbon treaty obligation, was therefore one of the main reasons for Parliament to call for the renewal of the Better Law Making Agreement on 2003. On 19 May 2015, the Commission adopted a Better Regulation Package including, among others, a proposal for a new BLM agreement. Negotiations between the Parliament, the Council and the Commission were officially launched on 25 June
2015. An agreement was reached between the three Institutions during the Luxembourg Presidency and the new BLM agreement entered into force on 13 April 2016.

- **Future milestones**

(a) The increased Parliamentary capacities to contribute to multi-annual programming

As its contribution to multi-annual programming at the beginning of each new cycle, the Parliament can now offer various research documents produced by its policy departments and the EPRS to support political requests for new initiatives.

(b) A new context for multi-annual programming

The fact that the President of the Commission is now directly elected by the European Parliament after the European elections among lead candidates creates a new context for the setting of a multi-annual agenda. Indeed, in 2014 the Commission President presented a ten point Programme, which shows some parallelism with:

- his own programme as the lead candidate of the EPP party,
- guidelines of a Strategic Agenda agreed upon by the European Council in July 2014;
- further demands made by the political groups of the current Parliament in the context of the hearing process of the new Commission;
- missing legislative initiatives identified and assessed by the Parliament through its *Mapping of the Cost of Non Europe*.

(c) The full implementation of the new Better Law-making agreement

The new BLM agreement includes new provisions on annual and multiannual programming, impact assessments, including cost of non-Europe and European Added Value, and public consultations, legislative instruments, delegated and implementing acts coordination of the legislative process and the implementation of EU law.

In its resolution of 9 March 2016 approving the agreement, Parliament welcomed its provisions on multiannual and annual interinstitutional programming, on the Commission’s follow-up to Parliament’s legislative initiatives and on the interinstitutional consultations the Commission is due to conduct on envisaged withdrawal of legislative proposals.

A joint declaration on annual programming should be agreed by the three Institutions for the first time in 2016 with the objective of setting out broad objectives and priorities for 2017 and of identifying items of major political importance, which, without prejudice to the powers conferred by the Treaties on the co-legislators, should receive priority treatment in the legislative process. The objective is now to ensure that Parliament’s priorities for new legislative initiatives are taken on board by the Commission.
• References and sources of information

2. BLM agreement of 13 April 2016: http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32016Q0512(01)&from=EN
3. Strategic Execution Framework for the European Parliament:

PETITIONS REVIEW

> CONSULTATION

CONTENT

• Description and aim

The right to petition is a fundamental right enshrined in the EU Treaties (Art. 20, 24, 227 TFEU) and in the Charter (Art. 44), allowing citizens to express their concerns in relation to EU law, policies and programmes, and ask for action at EU level. It is consequently of particular importance for Parliament to examine them carefully and take action where needed. To achieve this objective, a project is in preparation to develop the “Review of Petitions as part of the ex-post impact assessment”, aimed at ensuring that the information provided by citizens through petitions is used when amending legislation. Petitions indeed give an excellent indication of problems perceived by the citizens with the existing legislation and its implementation in Member States. Both quantitative and qualitative study of petitions received may help Members to propose changes and to amend Commission proposals.

• History and state of play

Petitions often reveal violations or lack of transposition, implementation, application or effectiveness of EU law in specific situations, Member States or at EU level. It is important to use the first-hand information provided by citizens, develop research and evaluation of petitions to integrate them into the legislative cycle and identify areas of concern, so to allow Parliament to take action to remedy the situation. DG IPOL and DG EPRS are aiming at providing the EP with the information necessary to take such decisions.

• Future milestones

Development of the e-petitions database: the currently internal DG PRES / PETI Secretariat database could be mirrored into a public Web Portal so as to allow for the possibility to gather accurate and precise quantitative and qualitative data to identify and evaluate EU acts and to ensure that the information is exploited beyond the PETI committee. Technical improvements on e-petitions and further
integration of e-petitions and the PETI Portal are necessary prior to making more information publicly available on the PETI Portal.

Ensure better follow up to petitions: Parliament's role in relation to the review and improvement of EU law transposition, implementation, application and effectiveness could be improved by strengthening cooperation with legislative committees, both through implementation / annual / legislative initiative reports and a more in-depth examination and follow up by legislative committees of petitions forwarded to them by PETI. First bi-lateral arrangements to this end between PETI and other committees have been agreed upon and a more general structure for cooperation is under preparation. A Petitions Network, open to all Committees, is being set up both at Members' and secretariats' level, with the aim of improving the handling of petitions, provision of responses to petitioners and the use of petitions in the legislative work and scrutiny of all committees.

Examination of petitions by clusters (thematic areas): PETI already organises its agenda under thematic clusters. To strengthen this approach, the committee has set up its first thematic working group, where one Member leads the work as the Chair and all political groups are represented.

• References and sources of information

2. EU Factsheet on the right of petition:
4. DG EPRS and PETI are working together to provide answers for citizens in the framework of the 'Ask EP' service:

COST OF NON-EUROPE MAP

> AGENDA SETTING

CONTENT

• Description and aim

The 'Cost of non-Europe map' forms a key visual part of a long-term project to identify and analyse the 'cost of non-Europe' in a number of policy fields. The latter concept, first pioneered by the European Parliament in the 1980s, is used to quantify the potential efficiency gains in today's European economy from pursuing a series of policy initiatives recently advocated by the Parliament - from a wider and deeper digital single market to better coordinated national and European policies for defence and development. The benefits may be measured principally in additional GDP generated or a more rational use of public resources. The latest analysis, embodied in the third edition of Mapping the Cost of Non-Europe, 2014-19 suggests that the European economy could be boosted by
almost 1.6 trillion euro per year - or 12 per cent of EU-28 GDP (2014) - by such measures over time. The analysis is intended as a contribution to the on-going discussion about the European Union's policy priorities over the current five-year institutional cycle, from 2014 to 2019. The map summarises this analysis in a clear, reader-friendly way and contributes to the quality of public policy discussion.

• **History and state of play**

The first Mapping report was published in March 2014, and has since been updated twice, in July 2014 and April 2015, to take account of further research, notably on aspects of deepening or widening the single market. In 2014, the same approach was also used to analyse the potential economic benefits of the ten-point policy programme presented by Jean-Claude Juncker before he was elected by the Parliament as President of the European Commission.

• **Future milestones**

The Mapping report will be regularly revised and may also serve as valuable basis for Parliament's own contribution to European agenda-setting. Every update makes it more precise and concrete in terms of identifying areas of potential added value. In the future, it could follow an annual cycle and contribute to the Parliament's scrutiny of the Commission multiannual and annual legislative work programme, as well as to better identification of future priorities more generally, as for instance with the document called: *The economic potential of the ten-point Juncker plan for growth without debt.*

• **References and sources of information**

   

   
In its resolution of 29 April 2015 - with observations forming an integral part of the decisions on discharge in respect of the implementation of the general budget of the European Union for the financial year 2013, Section III – Commission and executive agencies - the European Parliament has stressed that the inter-institutional dialogue laid down in Article 318 of the Treaty on the Functioning of the European Union (TFEU) provides an opportunity to stimulate a new culture of performance inside the Commission, and it called on the Commission and Member States to promote a shift from spending to a performance culture focussing on the results achieved, based on the principles of efficiency, effectiveness and economy. The incentives should shift from pure money spending to good performance, based on an assessment of Union added value.

This change needs to be reflected in individual EU programmes, in Commission departments' management plans and in the global evaluation report presented by the Commission on the basis of Article 318 TFEU. Performance-based budgeting also forms part of such a process. Vice-President Kristalina Georgieva launched the EU Budget Focused on Results (BFOR) initiative in 2015 to maximise the Union’s budget effectiveness in supporting growth, jobs and stability in Europe and beyond. Performance audits by the European Court of Auditors (ECA) play an important role in this context. They should also be taken up by the specialised parliamentary committees as a useful tool within the legislative cycle, providing a critical, evidence-based assessment of whether an intervention (policy, legislation, international agreement, programme or project) has met the needs it aimed to satisfy and actually achieved its objectives and expected effects in an efficient and sustainable way. They may aid decision-making at a strategic level (agenda-setting and consultation), at the level of the design of new interventions (legislation) and at the level of scrutinising their implementation (scrutiny), to identify not just the areas for improvement, but best practice and lessons learned, and where necessary, to adjust policy objectives and performance indicators. In this respect the dialogue between the ECA and the Parliament should be strengthened, notably as regards the development of measurable indicators, audit methodologies and the work programme of the Court. One of the major advantages of the Court’s performance audits is that they check the implementation of EU policies in the field, namely in Member States. Such information is key for the EP when existing legislation is proposed to be revised or recast. This is the reason why one of the challenges for the Parliament is to widen the input from the Court of Auditors beyond the field of classic budgetary control and closer to the work of sectorial committees.

- History and state of play

Special reports produced by the ECA look at the sound financial management of EU funds. Within the Parliament, the Committee on Budgetary Control (CONT) is responsible for the 'monitoring of the cost-effectiveness of the various forms of Union financing in the implementation of the Union's policies', in close cooperation with the specialised committees. In view of the increasing focus on performance, a stronger involvement of specialised committees in this process and an greater attention to scrutiny in general shall be promoted, not only in terms of accountability of the executive but also in the legislative process. The Parliament has commented on these issues - for example, in its 2011 and 2012 discharge resolutions and by holding a hearing in September 2013 - and Parliament’s Rules of Procedure were amended to better associate specialised committees when examining ECA special reports: the specialised committees now use the enhanced cooperation procedure when giving opinions on CONT reports on the ECA special reports, and increasingly often the presentations of ECA special reports take place in joint meetings of CONT and a specialised committee.
In support of this process, the Directorate for Impact Assessment and Added Value of DG EPRS has strengthened its contacts with the Court of Auditors, examining whether selected policy performance appraisal and evaluation work could be coordinated in the interest of both institutions, avoiding duplication of work and allowing for both institutions to be proactive. A Rolling Check-List of recent findings in the ECA's Special Reports has been prepared, together with briefings on subjects, flagged by ECA's Special Reports and deemed important in the European Parliament’s agenda. The Rolling Check-List is put at the disposal of the Committee on Budgetary Control for its work on the annual discharge, but is also submitted for information to all parliamentary committees.

- Future milestones

The Committee on Budgetary Control will continue to associate specialised committees in its work on the ECA Special Reports, the aim being to further increase the use of ECA performance audits in parliamentary scrutiny across the house. The Directorate for Impact Assessment and Added Value of DG EPRS will continue to enhance its contacts with the Court of Auditors and continue to contribute to the work of all parliamentary committees with a special focus on the ECA special reports, which will be monitored in the Rolling Check-List of recent findings. Relevant documents gathered from the Court of Auditors should soon be available on the URBIS digital repository for the EP’s own consultation cycle. Recent changes in the Court of Auditors further validate a performance based approach with the view of an early delivery on time to impact the consultation cycle.

- References and sources of information

DG EPRS - Policy Cycle Unit

1. Presentation of the Policy Cycle Unit on the EP intranet.
2. Study: Special Reports of the European Court of Auditors - A Rolling Check-List of recent findings (April 2016)
3. Study: Special Reports of the European Court of Auditors - A Rolling Check-List of recent findings (März 2015)
5. Briefing: Implementation in Action: Improving the security of energy supply by developing the internal energy market: more efforts needed - European Court of Auditors’ Special Report No 16/2015

Committee on Budgetary Control

1. Welcome page Committee on Budgetary Control

(1) See in this context e.g. EP resolution of 3 June 2013, on the Integrated Internal Control Framework, paragraphs 35-36 and EP resolution of 26 February 2014 on the evaluation of the Union’s finances based on the results achieved: a new tool for the European Commission’s improved discharge procedure.
Committee hearings or public hearings are a form of external expertise provided to parliamentary committees when specific knowledge is required to better inform Members, usually in the context of drafting a legislative and/or non-legislative report, or, in external relations, linked to trade negotiations or a country situation. Hearings are organised by committee secretariats, under the political authority of committee chairs. As such, hearings are distinct from workshops, hearings of commissioners-designate and from European Citizens’ Initiative hearings. Committee hearings are closely related to on-going Committee legislative and scrutiny work and are instrumental in raising the level of expertise of MEPs, facilitating discussions and decisions on policy choices and strategies, identifying new policy alternatives and triggering public debate.

**Description and aim**

Experts invited by committees are usually authoritative figures in their field. When invited to participate in a hearing, they normally present written evidence in advance and then give further details and answer questions at the hearing itself. They should comply with the registration requirements of the Transparency Register under the responsibility of committee secretariats.

The committee rapporteur usually has the dominant role in the part of the hearing reserved for Members’ questions. Each committee may invite up to sixteen reimbursed guests per year, and each sub-committee up to twelve. The number of non-reimbursed experts the committees may invite is unlimited. When a committee wishes to organise a hearing, it must first obtain authorisation from the Bureau. Semi-annual programmes for hearings, to be adopted by the Bureau, were introduced by Bureau decision of 6 June 2014 in order to allow committees a more accurate planning and reduce the number of individual requests.

Both the semi-annual programme and the individual requests are first considered by the Conference of Committee Chairs (CCC) in the first instance. This ensures that there are no conflicts of competence. If any contestations are raised at the CCC stage, the committees are invited to reach agreement, such as by organising the hearing jointly or modifying the proposed title to more accurately reflect the organising committee’s competence. Once the CCC endorses the semi-annual programme or individual request, it is forwarded to the Bureau for final approval. Hearings are usually held during regular committee meeting time-slots, which ensures the reservation of a meeting room and necessary interpretation facilities. In the 7th legislature, nearly 500 public hearings were held, involving several thousand participants in total.

**Future Milestones**
Hearings will remain an invaluable source of policy support in the 8th term with 145 public hearings already having taken place in 2016. The committees have compiled their draft programmes for hearings in the first semester of 2017 with the total of 71 scheduled hearings. The CCC endorsed the draft programme at its meeting of 25 October and the Bureau approved the final programme of committee hearings for the first semester of 2017 at its meeting of 21 November.

- References and sources of information

For more information about hearings, including the rules on hearings, please consult the intranet page of the Legislative Coordination Unit of DG IPOL:

http://www.ipolnet.ep.parl.union.eu/ipoladm/cms/home/ipol-expo_joint_services/legislative_coordination_redirect/coorleg_public_hearings_1

The summary of committees’ hearings carried out in the consultation phase should be available on the URBIS digital repository for the EP’s own consultation process.

POLICY DEPARTMENT STUDIES

> LEGISLATION

CONTENT

- Description and aim

Research studies provide high-quality, specialised expertise to support the work of parliamentary committees and subcommittees in shaping legislation and exercising scrutiny. Written by in-house policy experts or by external academic researchers, they either feed directly into the preparation of reports and resolutions or provide background information and analyses for important parliamentary debates. Studies are usually presented in public meetings of parliamentary bodies. They are made available to all MEPs and, with rare exceptions, to the wider public via the Parliament’s website.

- History and state of play

In response to growing legislative responsibility and activity, the European Parliament first ran a pilot project for setting up parliamentary research and expertise services in 2003, before establishing a permanent system in 2004.

In 2015 (2014), 249 (164) external studies were delivered by Policy Departments, including 192 (123) in the field of internal policies.
and 57 (41) in external policies. Besides, a total of 806 (469) documents were produced in-house. Policy Departments have also
produced - and regularly update - the "Factsheets on the European Union" focussing on the EP's contribution to the integration
process.

• Future Milestones

The continued aim to support the European Parliament gain a greater role in setting the political agenda and exerting influence over
EU policy-making at all stages of the legislative cycle is to be achieved by a set of measures to develop genuine committees’ expertise
hubs, including:

1. further improving the quality of expertise in line with common academic standards, e.g. by establishing rigorous peer review as
an integral part of quality management mechanisms;
2. fostering the forward-looking nature of expertise;
3. prioritising results-oriented research through easy-to-read and content-rich input for key phases of the legislative cycle;
4. create synergies and increase the impact of expertise by enhancing both in house cooperation as well as cooperation with
academia, research institutes and think tanks, as well as with research services in other EU institutions, EU Member States and third
countries;
5. increasing efforts to disseminate expertise.

• References and sources of information

5. Annual Report by the Conference of Committee Chairs to the Bureau on the activity of the Policy Departments and the use of the
expertise budgets by parliamentary committees (EP-Intranet):
e_budget_2015_en.pdf
des_expertise_budget_en.doc
Description and aim

Workshops aim to provide independent external analysis and advice for parliamentary work, with experts required to produce a written contribution, present it orally and engage in discussion with MEPs and other stakeholders. Workshops are organised by Policy Departments in close cooperation with committee secretariats. Policy Departments select experts, draft detailed specifications and handle the organisational aspects.

History and state of play

Following a first pilot project for parliamentary expertise in 2003, a permanent system was set up in 2004. In this context, workshops became established as a flexible tool for providing expertise, especially when required on an ad-hoc basis. A primary objective was to enhance cooperation with academia, think tanks, civil society, and research institutes in order to trigger and deepen the discussion among MEPs. Accordingly, workshops comprise a number of experts representing different views on a given topic, particularly useful on subjects where political positions are highly polarised. In 2015 (2014), a total of 35 (17) workshops were organised, all of which were closely linked to on-going parliamentary work and the specific needs of the committees.

Future Milestones

The aim is to further enhance pro-activeness and responsiveness to provide decision-makers with the widest input from the academic and scientific community as well as from stakeholders and civil society. Efforts can be made to further improve specific aspects of the organisation of workshops and to tailor them even more to the needs of the European Parliament:

1. Speeding up and streamlining the process of recruiting experts and organising workshops, e.g., by simplifying administrative requirements;
2. Making increased use of Calls for Expression of Interest in order to establish databases of high-level academic experts that have undergone a rigorous pre-selection process.
3. Improving the visibility of workshops among MEPs, citizens and the wider public, e.g., by associating DG Communication’s relevant services to the organisation of workshops.

References and sources of information

Selection of Policy Departments Workshops:

1. Skills Development and Employment:
CONTRIBUTIONS OF STANDING DELEGATIONS

> LEGISLATION

CONTENT

• Description and aim

The goal of the project is to enable the EP's standing delegations to play a role in the legislative cycle, which at the current point in time they only do to a limited extent. This entails increasing the EP's consistency throughout the legislative phase by putting at the disposal of the committees the standing delegations' considerable experience, knowledge and views gained in direct political exchanges and visits in the field. The contribution of delegations is especially important when it comes to scrutinize the implementation of agreements with third countries.

• History and state of play

Delegations have the long-standing role of maintaining contact with the EP's counterparts in the world and contributing to the promotion in third countries of the EU's values, namely the principles of liberty, democracy, respect for human rights and fundamental freedoms, and the rule of law. They do this through regular meetings with their counterparts, in third countries and in Parliament's places of work, and the organising of exchanges of views focusing on the countries or regions they are responsible for. They participate in the work of the committees in particular through being invited to participate in discussions when specific items of interest to the given delegations appear on the committee agenda. So far there has been, however, little direct involvement in the legislative aspects
of committee work.

The Strategic Execution Framework for the Administration of the EP offers an excellent opportunity to develop the contribution of the standing delegations to the legislative cycle, inter alia by making a better use of the existing possibility of being heard by the committee responsible through a verbal explanation or a written motivated letter. (Rule 212(7))

Contributions by standing delegations, be they at the request of the committee responsible or as an initiative of the delegation concerned, should concentrate above all on the external dimension of the envisaged legislative act and its foreseeable impact on the Union’s partners. Moreover, where appropriate, they should assess or report on similar legislative measures in preparation or in force in third countries, which could be of interest for the committee responsible. A first assessment of progress carried out in December 2015 confirmed that delegation reports are considered most useful by the relevant committees at the time they scrutinize the implementation of agreements and commitments with third countries.

In addition, contributions should relate to the monitoring of Human rights and gender equality, the use of EU funding, the implementation of international agreements, of legislation and of election observation recommendations. Since 2015 the delegations have introduced a new methodology of "scrutiny fiches" or "reporting sheets" to support this activity.

- Future Milestones

Reporting templates have been introduced in 2015 and streamlined in 2016 as delegations' contribution to committees. Work is being done to improve the impact of the reporting sheets and to ensure that they are given due consideration and have an impact on the work of the committees, particularly when it comes to scrutiny.

- References and sources of information

1. Parliament’s Rules of Procedure, Title VIII, Chapter III, Rule 212(7)

“The Chair of a delegation shall be given an opportunity to be heard by a committee when an item on the agenda which touches on the delegation’s area of responsibility. The same shall apply to the Chair or rapporteur of that committee in the case of meetings of the delegation.”

2. Implementing provisions governing the work of delegations

EP'S OWN EX-ANTE IMPACT ASSESSMENT

CONTENT

- Description and aim
The European Parliament's own ex-ante impact assessment activity is now well established within the legislative cycle. The focus is on scrutinising the quality of European Commission impact assessments (IAs) accompanying legislative proposals, with a view to facilitating committee deliberations, and performing any further impact assessment work subsequently requested by the parliamentary committee concerned. Future developments in this area will aim to move towards achieving a more consistent approach within Parliament towards the handling of impact assessment, and encouraging a greater understanding of its value as an aid to EU decision-making throughout the whole legislative cycle.

• **History and state of play**

When it was established in 2012, the Parliament's Ex-Ante Impact Assessment Unit set up a procedure to provide initial appraisals of the quality of Commission impact assessments accompanying legislative proposals referred to Parliament. These appraisals, which include a brief summary of the main points of the impact assessment, as well as an assessment of the quality and completeness of its analysis, are submitted with a view to informing consideration of the legislative proposal by the committee(s) concerned. Subsequently, based on broad political agreement, committees may decide to request follow-up work in the form of more detailed appraisals, substitute or complementary impact assessments on aspects not dealt with or dealt with inadequately by the original IA, and/or impact assessments of substantive amendments. Guidance on the handling of ex-ante impact assessment work within Parliament is set out in the Conference of Committee Chairs’ IA Handbook, most recently updated in December 2013.

• **Future milestones**

In practical terms, further work in the short to medium term in the Parliament will include:

1. developing efforts to increase awareness of existing inter-institutional undertakings, internal guidelines and best practice in the area of ex-ante impact assessment, and to contribute to the process of their dissemination, updating and revision, as appropriate;
2. developing a more coherent and consistent approach to impact assessment work in general;
3. creating a system for the early identification and monitoring of potential priority files, notably through the screening of the Commission’s new ‘inception impact assessments’ and tracking of upcoming legislative proposals, thus ensuring timely and targeted contributions to the early stages of relevant debates and beyond.

• **References and sources of information**

1. Briefing: How does ex-ante Impact Assessment work in the EU?
3. All products of the Ex-Ante Impact Assessment Unit are available on the EP Think Tank page.
4. Work of the Ex-Ante Impact Assessment Unit and related links to the IA Handbook, the Niebler report, Inter-institutional
Agreement on Better Law-Making, and the Commission Better Regulation website, are available on the EP intranet.

MEMBERS’ RESEARCH SERVICE

• Description and aim

The Members’ Research Service (MRS) within the European Parliament's administration - Directorate A of DG EPRS - provides all Members of the European Parliament with independent, objective and authoritative analysis of, and research on, all European Union policies, issues and legislation, in order to assist them in their parliamentary work.

The philosophy of the MRS reflects the following six principles: to be independent, objective and authoritative in the work undertaken; to provide a comprehensive service, backed by specialism in all policy fields; to be client-oriented and responsive directly to the needs of Members; to offer a single point-of-entry for Members and a rapid response to requests; to ensure the clear, simple branding of all products and services; and to complement written material with greater ‘in person’ briefing of Members.

• History and state of play

The Members’ Research Service (MRS) was created on 1 November 2013 and became operational on 1 January 2014, with the Parliament's Bureau adopting rules for its operation in June 2014. Since its launch, the MRS has focussed on developing a wide range of products and services for Members, and significantly broadening and deepening the range of policy subjects covered by developing subject specialism among a growing number of policy analysts. There are now 89 policy analysts, working with 39 information specialists, three statisticians and 10 other staff, mostly involved in editorial functions.

The MRS now routinely prepares ‘tailored analyses’ in response to requests for research from individual Members. Almost 7,000 requests from Members or their staff were answered in the period from January 2014 to November 2016, encompassing 87% of all Members, with half of all requests answered within 24 hours. In addition, the MRS responded to almost other 1,300 requests, mainly from other DGs or political groups, for research.

To serve the needs of Members collectively, the MRS publishes significant numbers of ‘Briefings’ and ‘In-depth Analyses’, together with short ‘At a glance’ notes, including in advance of each EP plenary session. The MRS has also launched ‘Legislation in Progress’ briefings, to help Members follow developments on all significant legislative proposals at each successive stage of adoption, and ‘How the EU Budget is spent’ briefings on all MFF spending programmes.
In 2016, many big issues have been covered by topical publications, on subjects such as the 'Key Policy Challenges for the EU in 2017', the 'EU-US negotiations on TTIP - A survey of current issues', the 'The Juncker Commission's ten priorities - State of play in mid-2016', the 'Understanding US Presidential elections', the 'The Paris Agreement - A new framework for global climate action',

New series of publications were launched; for example on "Public expectations and EU policies", which identified gaps between citizens' expectations and current EU activity, and "Understanding..." providing easy-to-read analysis for all Members on issues and concepts.

Efforts have been made to offer Members (and their staff) greater accessibility to publications when they are outside the EP premises. As part of this process, an experiment was started in mid-2015 with the podcasting of, both of 'At a glance' notes on major up-coming items of plenary business and on various longer-term policy issues. Animated infographics have also been developed.

The MRS has been closely involved in the development of the content of the Legislative Trains initiative, launched on the EP website in October 2016, and it will continue to be involved in their regular updating.

The MRS issued nearly 2,000 publications in the period from January 2014 to November 2016. There is a strong emphasis on the use of statistics and graphics, to bring research alive, in MRS publications. EPRS publications received over 3.5 million page views in the same period.

In return for the 60 posts made available to the Members' Research Service under the Parliament's agreements with the Economic and Social Committee (EESC) and Committee of the Regions (CoR) of February 2014, the Members' Research Service began to deliver, in the course of 2015 and 2016, a range of services to members of the two advisory committees, on the basis foreseen in those agreements.

The MRS is organised in five units corresponding to thematic policy clusters of EP committees: economic policies, structural policies, citizens' policies, budgetary policies and external policies. A central unit deals with publications management and editorial and quality control.

**Future milestones**

Further emphasis will be put on promoting in-person briefing of Members, in addition to written responses to Members' requests. The MRS will aim to deliver publications even more systematically, across all subject areas of interest to the Parliament, not least so that Members know that they can more easily follow the progress of legislative proposals at successive stages of adoption. The move towards coordinated series of publications will be continued. Among flagship publications, the new series on economic indicators of the major trade partners (G20) will be deepened and a Budgetary and Economic Outlook (BEO) launched. There will be greater emphasis on the usability of material by Members through ‘personalisation’ of products.
References and sources of information


3. Members' Research Service publications on the Europarl Think Tank

4. Members' Research Service on the EP intranet

Description and aim

Rapporteurs, Members in committees, negotiating teams in interinstitutional negotiations with Council and, finally, the plenary work with and propose legislative amendments as the core tool by which to express their political will. It is imperative that at all stages of the legislative process those amendments are legally and procedurally sound and properly drafted. For individual MEPs a legally correct, well drafted amendment will much better represent and convey their particular policy preference and, likewise, for EP’s negotiating teams. The Legal Service and the Lawyer Linguists both play a key role in this regard throughout the whole process both upon request of MEPs and through standardised procedures.

History and state of play

Over the last term, EP’s Directorate for Legislative Acts has substantially improved its provision of expert legislative drafting services to Members and secretariats. Its legislative drafters, specialised in particular policy areas, now form part of all the legislative support teams coordinated by the committee secretariats. An early warning system, developed some time ago to provide a legality, admissibility and drafting check on individual legislative amendments tabled by Members in committees and plenary is currently being supplemented by a more flexible on-demand service, whereby individual Members, using state-of-the-art IT tools, can directly - and remotely - access drafting and procedural expertise for, inter alia, legality checks on their proposed amendments. Following Lisbon, very substantial changes to the timing of the procedure for legal-linguistic finalisation of legislation have enabled Parliament, as a general rule, to vote in plenary on a text with the exact wording of the final law, already scrutinised in all EU languages by the Directorate for Legislative Acts and Council services - in keeping with its status as a true colegislator, improving legal certainty and avoiding the need for lengthy political corrigenda procedures, delaying application, to correct legality issues discovered only later.

Future Milestones
In response to the increased use of the plenary negotiating mandate at the end of the 7th term (either by way of application of Rule 61(2) with postponement of final vote or Rule 74 of the Rules of Procedure), the Directorate for Legislative Acts has an on-going project to informally consolidate and publish the mandates as whole texts shortly after the vote in plenary, allowing MEPs and the public access to EP’s mandate as a complete, alternative legislative position, from the outset. Consolidated mandates are now produced for all negotiations started after the beginning of the 8th term and these will shortly be available to the wider public via the Legislative Observatory (Oeil). A progressive, very successful, roll-out of the eParliament Drafting Support Tool (DST), which enables MEPs to directly access the legislative drafting expertise of the Directorate for Legislative Acts, was launched at the beginning of the 8th parliamentary term. From 2017, this service will be made available for all legislative files under the ordinary legislative procedure.

• References and sources of information

Further information on legislative drafting support to Members can be found on the intranet site of the Directorate for Legislate Acts: DLA public portal. For the general EU framework for drafting Union law, please consult the Joint Practical Guide: JPG

TRILOGUE NEGOTIATIONS

CONTENT

• Description and aim

During the 7th legislature - marked by the entry into force of the Lisbon Treaty, when codecision became the 'ordinary legislative procedure' - 85% of legislative files were concluded at first reading, 13% at second reading and only 2% in conciliation. This trend was accompanied by a constant rise in informal trilogue meetings, where the Parliament, the Council and the Commission negotiate future legislation and a corresponding need for meeting slots, rooms and interpretation facilities. In trilogues the EP negotiating teams are assisted by the committee secretariat, the Conciliations and Codecision unit, the Legal Service and Lawyer-linguists.

• History and state of play

As trilogues are used for much of the inter-institutional legislative activity between Parliament, Council and Commission, transparency has been an ever-present challenge and common to all participating institutions as it is crucial to ensure a reliable and traceable decision-making process. Rule 73 and Rule 74 of Parliament’s Rules of Procedure, which entered into force on 10 December 2012 modernise the procedures for inter-institutional negotiations. The two Rules clarify who the key committee actors in inter-institutional negotiations are, specify that the negotiating team must be led by the rapporteur and presided over by the Chair of the committee responsible or by a ViceChair designated by the Chair, and that it must comprise at least the shadow rapporteurs from each political
group. They also lay down the steps to be taken by the committees before entering into negotiations, and require the responsible Committee to take a formal decision to do so by a majority of its members. Such decisions are notified on a regular basis to the Conference of Committee Chairs and to the President who informs the Conference of Presidents. Rule 73 also provides that the negotiating team shall report back to the committee after each trilogue and inform it without delay if a compromise is reached. As of September 2015, the Legislative Observatory (OEL) features, under each codecision procedure, all the key events provided for under the abovementioned Rules. Building on the existing provisions, the Committee on Constitutional Affairs (AFCO) adopted on 8 November 2016 a report updating and streamlining Parliament’s Rules of Procedure, including Rules 73 and 74. Should this AFCO Report be adopted by the Parliament in December 2016, as of 16 January 2017 all decisions of the committees to enter into interinstitutional negotiations will be announced in plenary and all first reading negotiations will be preceded by either a plenary “green light” or a plenary endorsement of the mandate.

- Future Milestones

The EP has a strong track record as regards legislative transparency, openness and accountability and it attaches great value to pursuing its efforts to build on this record. One of the most important projects in this direction is the setting up of a joint legislative database which the Parliament, together with the Council and the Commission, committed to under the Interinstitutional Agreement on Better Law-Making (March 2016). The future database is expected to provide the general public with a comprehensive image of the functioning of the ordinary legislative procedure, in general, and could facilitate the communication process related to the outcome of trilogue negotiations.

- References and sources of information

manifests its role as co-legislator, with the clear expression of the political will of its Members. With its increasingly heavy, diverse and important legislative workload, Parliament requires an ever more professional, accessible and coherent set of legislative and procedural services at plenary level to ensure the credibility and quality of its legislative positions. Moreover, with the increasing complexity of the legislative environment, Members need clearer pathways to plenary information and better real-time access to developments in plenary dossiers.

**History and state of play**

The entry into force of the Lisbon Treaty substantially expanded Parliament’s legislative powers, with Parliament now acting on an equal footing with Council across a far broader range of legal bases. In response to the treaty developments and the corresponding need for ever more professional legislative and procedural services, a number of core plenary and legislative services to Members have already been significantly improved. Recent innovations include state-of-the-art IT tools for the diffusion of voting information within the Chamber; a modernised plenary internet/intranet presence with plenary pages providing, inter alia, whole Parliament lifecycle information on plenary dossiers; an enriched Legislative Observatory with more parliamentary information, tighter quality control and introductory summaries for important areas/packages of legislation, and a new targeted system of briefings for the President and Vice Presidents presiding in Chamber. Likewise, new procedures agreed with Council for dealing with agreed legislation at plenary stage, and a more systematic, proactive approach by services to planning the last stages of the legislative procedure have enabled a reduction in the time between the plenary vote on a legislative act and its entry into force of on average 60% (from 5 to 2 months) over the last two years.

**Future Milestones**

Parliament’s plenary services are continuously streamlined and improved. Planned and ongoing developments include ambitious eParliament projects such as the introduction of state-of-the-art IT tools for Members (a) to use digital signatures at plenary level, enabling them to work remotely on their plenary dossiers and improving internal efficiency (b) to easily access drafting and procedural assistance at plenary stage (DST), and (c) to reuse amendments tabled at committee stage (AT4AM for plenary). Other planned eParliament projects will automate, speed up and make available across a wider variety of platforms key plenary output such as the Texts Adopted and the minutes (AT4LEX). In the course of 2016 the Legislative Observatory has been made available in a user-friendly format for use on smart phones and mobile devices and in the coming months Parliament’s Rules of Procedure will be published as an ebook format to further extend the plenary resources at Members’ disposal.

Key facts and figures about upcoming plenary discussions are systematically provided to all Members by their Research Service in a synthetic report entitled *Plenary at a glance*.

**References and sources of information**

Further information plenary support to Members can be found on Europarl: Plenary and the Legislative Observatory (OEL).
CONTENT

• Description and aim

Implementation reports constitute an important instrument related to scrutiny. Parliament adopts implementation reports in the form of own-initiative reports regarding the transposition into national law, implementation and enforcement of the Treaties and other EU legislation, soft law instruments and international agreements in force or subject to provisional application. Their aim is to inform Parliament about the implementation of a certain instrument, so as to allow the plenary to draw conclusions and to make recommendations for concrete actions to be taken. The decision to elaborate an implementation report within a committee can be one of the first steps during the scrutiny phase of the legislative cycle in order to follow up on decisions taken when the legislation came into existence.

• History and state of play

The implementation report was introduced in 2008 as one explicit category of own-initiative reports. This type of committee report was subject to automatic authorisation and had an annual ceiling of one per year. In March 2014, the annual ceiling was removed by the decision of the Conference of Presidents allowing the parliamentary committees to draft implementation reports at any time. By decision of the Conference of Presidents of 7 April 2016, the definition of implementation reports was broadened and a new specific Annex on implementation reports was added to Annex XVII.

• Future Milestones

Implementation reports are a useful tool for parliamentary scrutiny and bring added value to the decision-making process in view of the review and revision of EU legislation. For the purposes of drafting focused implementation reports with a strong research base, committees may organise fact-finding missions in Member States, hearings with experts and stakeholders, conduct studies and receive other analytical support from Parliament’s services, as well as hold public debates with citizens and civil society. Adoption of implementation reports is expected to further increase under the current legislature. At the present stage, 20 implementation reports are being drafted by various parliamentary committees, whereas 11 implementation reports have already been adopted in plenary.

• References and sources of information

Relevant Rules of procedure: Rule 52, Annex XVII
EUROZONE SCRUTINY

CONTENT

• **Description and aim**

Euro-area scrutiny is about analysing and monitoring:

1. the achievement of *monetary policy objectives* of the euro area by the European Central Bank (ECB);
2. the implementation of *economic governance instruments* (e.g. Stability and Growth Pact (SGP), Draft Budgetary Plans (DBPs), Macroeconomic Imbalance Procedure (MIP), Country-Specific Recommendations (CSRs), Macroeconomic Adjustment Programmes, including ex-post surveillance) by the Commission, the Council, the Eurogroup and the Member States of the euro area;
3. the implementation of the *banking supervisory tasks* conferred upon the Single Supervisory Mechanism (SSM) and *banking resolution tasks* conferred upon the Single Resolution Mechanism (SRM), *inter alia*, in the context of the financial stability objectives of the euro area.

The document “Dialogues and hearings in the European Parliament in the area of monetary, economic and financial affairs” provides an overview of the scrutiny activities undertaken by the ECON Committee.

• **History and state of play**

The EP has sought systematically to strengthen euro-area scrutiny through the following instruments:

1. **Monetary Dialogues with the ECB President**, held in the competent committee (ECON) on topical issues related to the implementation of the monetary policy of the euro area. In addition, the President of the ECB presents the ECB’s annual report to the plenary.
2. **Economic Dialogues** held with the Commission, the Eurogroup, the ECOFIN-Council and Member States in the competent committee (ECON), within the framework of the European Semester. There focus has, in particular, been on the implementation of the SGP, the MIP, the CSRs, the euro area recommendations and the assessment of the DBPs. In addition, the Commission presents the Semester priorities in (or at) the plenary.
3. **Public Hearings and in camera meetings** are undertaken with the Chair of the SSM and the Chair of the SRM within the framework of the Banking Union, as specified in the Interinstitutional agreement between the EP and the European Central Bank, and the Interinstitutional agreement between the EP and the Single Resolution Board. Both the SSM and SRM Chairs must present an annual report to the EP and the Council.
4. **Other ad hoc hearings**, such as those held with the Managing Director of the European Stability Mechanism (ESM). The ESM Treaty does not introduce any formal oversight role for the EP.
Two working groups dedicated to scrutiny work have been established by the EP: the Banking Union Working Group and the Financial Assistance Working Group.

The Policy Department A provides briefings and organises preparatory meetings, in support of the scrutiny activities in the area of monetary policy. A monetary expert panel submits briefing papers on specific topics upon the request by the competent committee (see ECON homepage).

The Economic Governance Support Unit (EGOV) provides briefings and organises preparatory meetings to support the scrutiny activities in the area of economic governance (e.g. Economic Dialogues) and the implementation of the Banking Union (e.g. regular or ad hoc Public Hearings). In addition, a banking expert panel submits briefing papers on specific topics upon the request by the competent committee (see ECON homepage).

• Future milestones

1. Contribute to the review of the economic governance framework, as part of the follow-up of the Five Presidents’ report on completing the EMU and of the upcoming White Paper (which will outline the next steps needed to complete EMU) by the Commission.

2. Continue enhanced monitoring of the application and implementation of decisions taken under the economic governance and banking union frameworks, in particular from a euro area perspective.

3. Analyse the potential consequences of Brexit for the functioning of the Banking Union.

4. Enhance the co-operation with national parliaments, including under the Article 13 of the TSCG.

• References and sources of information

In order to support the competent committee(s) in their euro area scrutiny activities, expertise (internal and external) is provided by the EP services in advance of the committee activities. For more information on expertise for Monetary Dialogues, please consult the hyperlinks above related to the work of Policy Department A. For Economic Dialogues and Public Hearings on Banking Union matters, please consult the hyperlink above related to the work of the EGOV Unit. In addition, the Members in their scrutiny activities may use briefings published by the European Parliamentary Research Service (EPRS).
• Description and aim

Scrutiny-related activities of committees are increasingly being developed and strengthened in order to allow Parliament to exercise oversight over other institutions, to monitor the proper use of the EU budget and to ensure the correct implementation of EU law.

Furthermore, in the field of external policies, Article 36 TEU obliges the Commission Vice President/High Representative of the Union (VP/HR) for Foreign Affairs and Security Policy (CFSP), currently Federica Mogherini, to consult Parliament regularly on the principal aspects and the evolution of those policies.

The Treaty has bolstered the Parliament’s role substantially in EU trade policy by making it a co-legislator alongside the Council (Article 207 TFEU). As a consequence, almost all trade agreements are subject to Parliament’s approval. In the areas of development cooperation policy, Parliament acts as co-legislator and oversees donor coordination and policy coherence (Article 209 TFEU).

Parliament’s budgetary powers (under Article 310 TFEU), contribute to the scrutiny of the financial instruments that sustain the EU’s foreign policies and hence those of the CFSP.

The reinforced role of the Parliament has also strengthened the role of inter-parliamentary delegations. On the basis of their geographic areas of responsibility, delegations may contribute to the effective parliamentary scrutiny of EU policies, agreements, programmes and financial instruments in third countries and monitor the situation in regard to human rights.

• History and state of play

The committee secretariats and horizontal services are working on several projects to strengthen and systematise the culture of scrutiny in committees. At the end of the previous legislative term, committee secretariats have taken stock of and assessed the current scrutiny-related committee activities, leading to a scrutiny toolbox of procedures and practices. This toolbox has been developed and is being regularly adjusted. Committee scrutiny of external policies has been considerably strengthened with the entry into force of the Lisbon Treaty and with the 2010 Declaration of Political Accountability of the HR/VP. This is particularly the case for the setting up and the monitoring of the work of the EEAS and for the scrutiny of negotiations and implementation of international agreements. The negotiations of external financing instruments 2014-2020 furthermore allowed for a greater role of the EP in scrutinising their programming and implementation, inter alia through the introduction of a “strategic dialogue” at political level that allows the EP to examine the strategic choices in the multi-annual priorities and financial allocations before programming documents are finalised. Under a new mechanism introduced under the 8th legislature, the EP has furthermore gained a role in scrutinizing the programming documents for ACP countries under the 11th European Development Fund, which provides development funding outside the EU budget.

Another important area for scrutiny concerns delegated acts, which are used increasingly and allow greater influence to parliamentary committees; committees are increasing their efficiency in scrutinising those. As mentioned above for the external field, budget
implementation and spending represents an important area of scrutiny activities at committee level. Beyond scrutiny of implementation of financing instruments, committees also organise exchanges of views on special reports by the European Court of Auditors, draft reports on spending and closely cooperate with the Committee on Budgets and the Committee on Budgetary Control.

In the field of external policies, the VP/HR's 2010 Declaration on Political Accountability listed ways in which parliamentary scrutiny should be carried out. These include exchanges of views with the newly appointed heads of EU delegations, annual resolutions on CFSP, a mechanism allowing special EP committees to access classified information, the HR/VP's ad personam committee debriefings and participation in plenary debates, and the enhancement of the status of the 'Joint Consultation Meetings' (JCMs), which allow MEPs to meet counterparts from the Council's Political and Security Committee, the EEAS and the Commission to discuss planned and ongoing civilian CSDP missions. Parliament has strived to implement its prerogatives – in particular those established by Article 218 TFEU – through its recommendations during negotiating processes and through resolutions accompanying consent. Parliament has also exercised its right not to consent to an agreement. This was notably the case in 2012 for the Anti-Counterfeiting Trade Agreement (ACTA) and in 2011 for the textile protocol to the Partnership and Cooperation Agreement (PCA) between the EU and Uzbekistan.

With respect to external financing instruments, Parliament exercises democratic scrutiny over strategy papers and over multiannual and annual programming documents. The negotiation of the regulation of the EU's 2014-2020 external financing instruments has underscored the importance of Parliament's work as co-legislator, particularly through the creation of a 'strategic dialogue' held at political level.

**Future Milestones**

In order to strengthen the scrutiny activities in the area of transposition of EU directives and implementation of EU legislation, new provisions concerning implementation reports have been introduced through the modification of existing rules. The first set of implementation reports should thus serve as a model to follow so that scrutiny by committees can be enhanced. In the field of external policies, the hearings of Commissioners provided an opportunity to get further commitments on the less implemented parts of the relevant treaty provisions and on the 2010 declaration of political accountability. Committees should build on these to be better informed and hence be able to send the right political message at the best time.

In the field of external policies, Parliament faces its strengthened powers, including by holding regular ex ante exchanges of views on the Foreign Affairs Council (FAC) meetings' agenda, consulting on CFSP strategies and mandates, examining classified documents, accessing EU delegations' political reporting and classified information, and scrutinising the EU's external financing instruments. Parliament's Development Committee (DEVE) and Foreign Affairs Committee (AFET) are already anticipating the upcoming strategic dialogue in the mid-term review of the external financing instruments, which is expected in 2018. Parliament's International Trade Committee (INTA) established a monitoring group in 2014 to scrutinize the negotiations of the Trade in Services Agreement (TISA).

**References and sources of information**
More information on scrutiny-related activities can be found on the sites:

1. of the Legislative Coordination (Coordleg) unit (Intranet site):
   http://www.ipolnet.ep.parl.union.eu/ipoladm/cms/home/ipol_expo_joint_services/legislative_coordination_redirect/coordleg_presentation

2. of the Conciliations and Codecision unit on DG IPOL intranet:

3. Declaration by the High Representative on political accountability;


5. Foreign policy: Aims, instruments and achievements;

6. The role of the EP in shaping the EU’s trade policy after Lisbon.

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**EUROPEAN COUNCIL SCRUTINY**

> SCRUTINY

**CONTENT**

- **Description and aim**

European Council oversight focuses on analysing and monitoring the delivery of the European Council in respect of the commitments made in the conclusions of its meetings, as well as of its various responsibilities either in law or on the basis of intergovernmental agreements.

Since the Lisbon Treaty, the European Council has become an EU institution with a permanent President. The European Council does not formally exercise legislative functions, but is tasked with providing the Union with the necessary impetus for its development and to define the general political directions and their priorities. Vis-à-vis the European Parliament, the European Council’s obligation is essentially one of transparency, not of formal accountability. The practical tendency of the European Council to increasingly act in effect as a quasi-legislator has led to calls for closer institutionalised scrutiny of its activities. Moreover, in certain instances, the Treaty provides for both institutions to intervene in a procedure: for example, when electing the President of the European Commission or in the case of a serious and persistent breach of values by a Member State.

- **History and state of play**

Since its establishment in June 2014, the European Council Oversight Unit within DG EPRS has developed a central information and analysis system for monitoring the delivery of the European Council in respect of the commitments made in the conclusions of its
meetings on a regular basis. Ahead of each major European Council meeting a Rolling Check-List of Commitments to Date is published (now in its ninth edition). In addition, the Unit provides regular pre- and post-European Council briefings, commonly known as ‘Outlook’ and ‘Outcome’ briefing notes, as well as in-depth studies and briefings.

• Future Milestones

1. Continue the expansion of the rolling database of all such commitments and/or responsibilities, and provide routine briefing notes and analyses by policy area on the degree of attainment of such commitments within the Council system or more widely.
2. Establish a mechanism for on-going comparison between European Council commitments and EP plenary (and other) positions - with a view to enhanced inter-institutional cooperation for the long-term.
3. Continue building a network of relevant actors both inside and outside of the Parliament.

• References and sources of information

1. European Council Conclusions: a Rolling Check-List of Commitments to Date
2. The European Council in 2015: Overview of decisions and discussions
3. The European Council and crisis management
4. Activation of Article 42(7) TEU: France’s request for assistance and Member States’ responses
5. The European Council and Common Security and Defence Policy: Orientation and implementation in the field of crisis management since the Lisbon Treaty
7. The European Council and its President
8. The choice of the President of the European Council: Frequently Asked Questions (FAQ)
9. Fiscal Compact Treaty: Scorecard for 2015 How far are EU Member States meeting their European Council commitments?
10. The European Council and Banking Union
stipulates that the Parliament should be ‘immediately and fully informed at all stages’ of negotiations on all international agreements. Parliament’s consent is also required before these agreements can enter into force. The Treaty has made trade policy an exclusive EU competence and Parliament a co-legislator alongside the Council. For the Common Foreign and Security Policy (CFSP), Article 36 TEU compels the Vice President/High Representative (VP/HR) to consult Parliament regularly on the principal aspects of the Policy and to describe its evolution. In the areas of development and humanitarian aid, the EP acts as co-legislator and oversees donor coordination and policy coherence.

**History and state of play**

The High Representative’s 2010 Declaration on Political Accountability lists ways in which parliamentary scrutiny should be carried out. These include exchanges of views with the newly appointed heads of EU delegations, an annual EP resolution on CFSP, a new mechanism allowing a special EP committee access to classified information, and the HR/VP’s ad personam committee debriefings and participation in plenary debates. In addition, the EP enhanced its monitoring of EU external policies during its seventh parliamentary term. Parliament has strived to implement its prerogatives – in particular those established by Article 218 TFEU – through its recommendations during negotiating processes and through resolutions accompanying consent. Parliament has also exercised its right, established in Article 218, not to consent to an agreement; this was notably the case for the Anti-Counterfeiting Trade Agreement (ACTA). With respect to external financing instruments, Parliament has exercised democratic scrutiny over strategy papers and multiannual and annual programming documents. The Foreign Affairs Committee (AFET) Working Group on the External Financing Instruments performs scrutiny work on daily basis, preparing ground for the upcoming strategic dialogue. Several EP resolutions have objected to implementing measures for development cooperation. Negotiations on the 2014-2020 instruments have further strengthened Parliament’s role in scrutinising programming and implementation, including by introducing a ‘strategic dialogue’ at the political level that gives Parliament influence over the multi-annual priorities and financial allocations.

**Future Milestones**

Parliament is ready to assume its full powers, including by holding regular ex ante exchanges of views on the Foreign Affairs Council (FAC) meetings’ agenda, consulting on CFSP strategies and mandates, examining classified documents through the special committee according to a revised interinstitutional agreement, gaining timely access to EU delegations’ political reporting and to classified information and completing its scrutiny of the EU’s external financing instruments. The new VP/HR Federica Mogherini has committed to intensify cooperation with Parliament and has already delivered on a number of promises made at the outset of her tenure.

**References and sources of information**

1. Declaration by the High Representative on political accountability;
2. The EU’s 2014-2020 external financial instruments and the EP;
3. Foreign policy: Aims, instruments and achievements;
4. The role of the EP in shaping the EU’s trade policy after Lisbon.
• **Description and aim**

The Policy Cycle Unit within DG EPRS provides analysis of horizontal issues relating to the successive stages of the EU policy and legislative cycles. It also provides specific support services in respect of the ex-post phase of the cycle, such as initial appraisals of the operation of existing legislation in practice, specifically whenever a new proposal to update such legislation is foreseen in the Commission’s Annual Work Programme (CWP) or is announced in any other official document or communication by the Commission. Such appraisals draw on available inputs from inter alia the EU institutions, including the two advisory committees (Committee of the Regions and European Economic and Social Committee), as well as from national parliaments and governments, and any external consultation and outreach exercises. These appraisals are delivered to the relevant parliamentary committees in advance of the latter’s consideration of the new legislative proposals in question.

The unit supports an informed decision-making process in the parliamentary committees and also acts as a central information service on work being done by the European Parliament, the European Commission and other bodies on the implementation and effectiveness of existing EU law and policies in practice, illustrated, for example, by its various rolling check-lists on Review Clauses in EU legislation, Review and Monitoring Clauses in International Agreements, Recent findings in the Special Reports of the European Court of Auditors and on Evaluation in the European Commission.

Ad hoc notes and briefings on various issues related to the policy cycle as such comprising issues of evaluation and implementation of EU legislation or policies or issues on better regulation complete this range of services and products.

• **History and state of play**

The Policy Cycle Unit is currently engaged in preparing about 40 *Implementation Appraisals* per year on the basis of the Commission’s Annual Work Programme or other official information from the Commission. These documents are distributed to the secretariats of the parliamentary committees concerned and shared with the relevant policy departments and the Legislative Coordination Unit of DG IPOL. They are also shared with the representatives of national parliaments, the Economic and Social Committee, the Committee of the Regions, the European Court of Auditors and any other interested person or organisation and are uploaded to an IPEX ad hoc forum. More widely, structured and effective working links have been established both within the Parliament’s services - with committee secretariats, in particular the Petitions’ Committee, or with the Citizens’ Enquiries Unit and other services of DG EPRS - and outside of the EP, notably with the two Advisory Committees and the European Court of Auditors. There has also been an outreach exercise to national parliaments, followed up by individual meetings with representatives of some parliaments. The rolling check-lists are
regularly updated.

• **Future milestones**

The Policy Cycle Unit will also further deepen cooperation with committee secretariats and with the counterparts in the European Commission, national parliaments, the ECA and the advisory committees, in order to create a broad information base on policy performance evaluation, exchange best practices and identify priority issues for evaluation. Building *inter alia* on materials available on the URBIS digital repository for the EP's own consultation systematic Policy Performance Appraisal should be compiled for committees in a synthetic, easy-to-read format and be made available at the time the Commission puts forward its proposal.

In order to enhance the depth and rapidity of the analysis of the collected information in the context of the existing rolling check-lists, the Policy cycle Unit, in cooperation with DG ITEC, is developing a support tool hopefully allowing to reduce the so far necessary considerable time effort to update and analyse existing data.

A new rolling check-list on the European Parliament’s requests to the European Commission and their follow-up given by the European Commission will be presented in its first edition at the beginning of the year 2017, offering yet another valuable tool to effectively support Parliament’s scrutiny capacities.

• **References and sources of information**

1. Evaluation in the European Commission - A Rolling Checklist
2. International Agreements: Review and Monitoring Clauses - A Rolling Check-list
3. Special Reports of the European Court of Auditors: A rolling Check-List of recent Findings

DG EPRS - Policy Cycle Unit - examples of recent Implementation appraisals:

1. Prospectus Directive
2. Regulation 604/2013 (Dublin Regulation) and asylum procedures in Europe: Implementation Appraisal
3. Tax transparency – automatic exchange of information on base erosion and profit shifting: Implementation Appraisal
4. Migration package III (Schengen and the management of the EU’s external borders)
5. Migration package II (smuggling of migrants)
6. Energy Security and Integration - updated version
7. The review of national wholesale roaming markets and the Roaming Regulation
8. Exposure to carcinogens and mutagens at work
9. Audiovisual media services Directive
11. Reforming the regulatory framework for electronic communications networks and services: Implementation Appraisal
12. Revision of the Regulation on the European Fund for Strategic Investments – towards an EFSI 2.0?
13. Control of trade in dual-use items
Operation Support
Capacity Building Strategy
When it comes to operation support capacities, which mostly includes buildings, logistics, IT tools or document management, many may have the impression that these are just technical issues and that the political leadership of Parliament should not bother about them.

Yet on the contrary, operation capacities directly impact on the potential of Members to deliver in their function. Without IT tools enabling them to communicate, without adequate meeting spaces places to host visitors from the constituency or to interact with the many stakeholders Members have to see in their function as legislator, many of the democratic core functions of MEPs would be severely hindered.

One has to insist on that point: creating additional capacity is also about enabling better communication with citizens. If we want a vibrant democracy, we have to improve the working conditions of our Members and of the political groups.

Operation capacities are decisive to empower our Members over the long run. Options decided today are likely to impact the way Members will work in ten years. Strategic choices in this field have to be made by Members themselves at the top level.

Another reason to bring those issues to be debated at the top political level of the institution is that some projects related to capacity building are infrastructure projects with large budgetary implications involved whose implementation may last over many years.

The planning cycle of some major projects go beyond the normal changes in the political leadership. Because they have this specific nature, the key projects related to capacity building require strong and lasting political backing at the top in order for their financing plan to be implemented in a consistent fashion in several budgetary exercises.

Many projects - those colored in green - are resulting from previous Bureaus' decisions and are already implemented - such as 'Visitor space in Strasbourg', 'New IT equipment for MEPs', 'IT tools for MEPs: AT4AM, e-meeting, paperless EP', 'One-Stop-Shop', 'Improved financial services for Members', 'Parlamentarium'. Other projects are in their finalization phase, as is the case with the 'House of European History' or the new 'Visitors Centre'.
DEPARTURE DEMANDS

- Mobile workspace for MEPs
- Support for Members in Constituency

DEPARTURES

- New IT tools: EPARLIAMENT, E-MEETING, PAPERLESS EP
- Space increase for Members in Strasbourg
- House of European History
- Havel building
- Implementation of new canteen strategy
- New visitor welcome and accreditation centre
- Schirmeck memorial cooperation
- Martens building
- Mini-Parliamentarium in Strasbourg

EXPECTED ARRIVALS

- Members' digital portal
- Square de Meeus building
- New IT equipment for Members

ON HOLD

- 0
ARRIVED

PARLAMENTARIUM
VISITOR GROUP ACCESS TO THE 13TH FLOOR TERRACE IN STRASBOURG
BATORAMA TOURIST BOAT IN STRASBOURG
ONE STOP SHOP FOR MEMBERS

SPACE INCREASE FOR MEMBERS IN BRUSSELS

DERAILLED

0

LEGEND

DEPARTED
EUROPARL
EUROPEAN COURT OF JUSTICE
COUNCIL
COMMISSION
DEPARTURE DEMANDS

- Modernising the EP Library

DEPARTURES

- Support for Members in Constituency

EXPECTED ARRIVALS

- Mobile Workspace for MEPs
- New IT Equipment for Members
- Space Increase for Members in Strasbourg
- House of European History
- Havel Building
- Implementation of New Canteen Strategy
- New Visitor Welcome and Accreditation Centre
- Schirrbeck Memorial Cooperation
- Martens Building
- Mini-Parliamentarium in Strasbourg

ON HOLD

- 0
GLOSSARY

DEPARTURE DEMANDS
Projects requested or initiated by the Secretary General

DEPARTURES
Projects in their initial phase, freshly launched

EXPECTED ARRIVALS
Projects closed to be finalised

ON HOLD
Projects with the same status throughout 4 updates of the Strategic planning (from September 2014 till present)

ARRIVED
Projects fully realised; established and functioning processes

DERAILLED
Withdrawn proposals

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MODERNISING THE EP LIBRARY

CONTENT

• Description and aim

The aim of the project is to develop “a more digital, open and research-oriented EP Library” and, accordingly:

1. to provide a more integrated access to library sources and services across different information channels;
2. to develop state-of-the-art online information and knowledge services guided by user experience and developments in new technology, where possible personalised;
3. to provide a wider range of information sources, enlarged to include more specialised and academic content, to serve the research needs of Members and staff;
4. to offer and integrate new sources by means of repositories, the development and use of data-mining tools and technologies, and a widened range of client training;
5. to develop strategic partnerships with the wider academic, research and parliamentary community at national and international levels;
6. to intensify EU inter-institutional cooperation and avoid unnecessary duplication in the library field;
7. to open part of library services to a wider audience, with researchers interested in EP/EU affairs.

• History and state of play

The European Parliament Library, which has existed since 1953, has formed part of the European Parliamentary Research Service (EPRS) since it was established in November 2013. The Library provides physical and online access for Members and staff to a wide range of knowledge sources, including traditional books and a growing number of e-books, as well as many journals, databases, and news and other information sources. It also helps provide substantive content for the Parliament’s internet and intranet sites, and it hosts an increasing number of policy roundtables and book launches in the Library Reading Room in Brussels.

The purpose of locating the Library within DG EPRS has been to bring it closer to the analytical and research work now undertaken by EPRS, and to realise certain synergies with the new Members’ Research Service in particular. Although fewer staff are now working in the core library function, its output has risen in both relative and absolute terms since November 2013. There has been a steady increase in the use of the Library, witnessed in a growing number of reference requests and greater use of databases, together with
more active use of the Library Reading Room as a centre for discussion, alongside intensified training of staff in use of information
sources. There is increasing supply of e-books, as well as greater moves towards closer inter-institutional cooperation in the library
field, and a stronger specialist capacity in the field of comparative law.

• Outcome/planning

Subject to availability of resources, it is proposed that the critical elements of the project to create a more digital, open and research-oriented EP Library will be in place by mid-2019. Depending on EP building policy, the Library will prepare to move to a new venue in the EP complex in 2019 or soon thereafter. This move in itself will be a catalyst for re-organisation and modernisation of the services offered, potentially facilitating the gradual and partial opening of library services to a wider audience.

• Future milestones

A major step in the direction of the creation of a ‘Digital Library’ will be the implementation, in 2017, of a state-of-the-art, cloud-based library system acquired in common by several EU institution libraries. This system will facilitate cooperation in terms of both content and services.

The setting-up of a library internet presence will allow the library resources to be accessible 24/7 for all EP users, whether or not they are *intra muros*, and whether or not they are using mobile devices. An integrated ‘European institutional catalogue’ will provide access to the content of as many relevant sources and data providers as possible, through a single source. Innovative use of technologies will be encouraged to provide advanced information services (for example, data mining, the library as a ‘virtual gateway’ and contextually based suggestions).

A revised collection development policy will set out the principles and guidelines for an articulate development of the Library’s informational offer, including more academic material, e-books and e-journals, as well as a document delivery service to respond to the reference requests from clients.

Based on this digital approach, a network of ‘affiliated’ libraries could share specific EU material, for example a digital portal dedicated to books on EU integration and EP research material.

Gradually, the EP Library will open certain services to external researchers and students, conditional upon a light system of registration. It will also enhance its capacity to act as a place for interaction and connection, notably by hosting events and conferences.
• Short description of the Project

One of the main elements that enter into consideration in organising the works for a Parliamentary Assembly is the distribution between the time its members spend working in their constituencies and the time they spend working in the Assembly's headquarters. The different political cultures lead to different outcomes in the allocation of that time. In countries such as France, Italy or Spain, the members of the Parliaments spend more time working in headquarters than in their constituencies. On the contrary, in countries such as the United States and Germany, Members spend more time in their constituencies than at the Assembly's headquarters.

A tendency of increased presence in the constituencies is to be noticed in the European Parliament. ICT services to Members of the European Parliament will have to be adapted consequently, extending the service provision to the MEPs constituency offices.

• State of play of the project

1. first phase:
   - provisioning of a nominative IT account for local assistants within a limit of two local assistants per Member (service ready);
   - EU international green phone number for extended end user support in the 3 time zones of the continental EU. (service ready)
2. second phase - enriched experience in accessing remotely the Parliament's IT systems (Virtual desktop interface) and provision of collaborative workspace (work in progress),
3. third phase - provision of videoconferencing and collaborative tools (work in progress).

• Future milestones

1. Access to EP applications necessary via VDI for the daily work of MEPs and their staff (APA and Local Assistants);
2. Software licences provided for mobile devices and EP synchronization software;
3. Common workspace with the staff working in EP premises and common collaboration tool(s);
4. Videoconferencing tool.
Alongside reflections on the role of the European Parliament in the Europe’s future (e.g. "Preparing for Complexity - European Parliament in 2025 - Going global, going local, going digital", report by the Secretary-General); the European Parliament’s administration is looking at ways of improving its functioning and embrace modern and innovative ways of working.

Information and Communication Technologies (ICT) represent one of the core pillars of today and tomorrow’s workplace. ICT is changing under the impact of a number of forces that can help immensely the shaping of the way EP staff works. It can be summarised by the catchphrase: "Anytime, Anywhere". Mobile computing makes it possible to get work done anytime and cloud computing means that work data and processes are available everywhere.

Mobility is a business concept, relying on a number of technological enablers, but covering a much wider scope - it is as much about mobile devices as it is about human resources and business processes.

At this point, mobile devices are more powerful, in terms of computing power, memory and screen resolution, than desktop PCs were 15 years ago. Mobile devices are no longer "toys"; used in concert in some situations, smartphones and tablets can be functionally equivalent to desktop PCs and laptops. This functionality, together with the specific attributes of mobile devices, such as the constant availability, has the potential to greatly impact the business processes in their implementation and execution.

1. Through this innovative solution a private mobile workspace for MEPs is created in which electronic documents can be stored.
2. All the documents in this private mobile workspace can be accessed from mobile devices from within the European Parliament but also from outside of the EP, for instance when the MEPs are in their constituency. This solution will ensure that important documents on which the MEPs need to work are readily available to them wherever they are.
3. For security reasons access to this mobile work space is restricted to the Members and no access can be granted to external persons to access the files.
4. All communication of the mobile device with the mobile work space is encrypted to ensure the security of the communication.

- **State of play of the project**

The proof of concept was developed and has been tested from March 2015 onwards with 10 MEPs.

- **Planning of milestones**

The proof of concept was foreseen until the end of May the roll out to MEPs is foreseen from June 2015 onwards. Delivery of mobile devices to MEPs has been completed in September 2015. Next two phases of implementation will be planned in detail once programme governance structure is in place (provision of ICT services to MEPs in their constituency offices).
• **Short description of the Project**

*The "Paperless programme": eCommittee and eMeeting*

The "Paperless programme" aims at modernising the dissemination of information and documents to Members, Assistants and staff by using the latest information technology. It helps to replace paper files by electronic files compiled for meetings of parliamentary committees. The documents are available not only on desktop PCs but also on mobile devices such as laptops, tablets and smartphones. The "Paperless programme" consists of the two main pillars:

1. eCommittee aggregates, in one virtual place, all committee documents and information, making committee work easier and more efficient. eCommittee is a dedicated workspace for Members, Assistants, committee secretariats, political group staff, EP staff and others who need to follow the work of committees. On the website of the committee all documents for the meetings can be accessed through using the calendar of the committee meetings. eCommittee is available for all committees since the first quarter of 2012.

2. eMeeting takes the concept of eCommittee a step further. It will also allow easily annotating and sharing the user's documents anytime, anywhere and on any device. eMeeting is available for all committees since 2013.

*eParliament*

The eParliament programme ensures the use of the most appropriate ICT tools and applications to best support both legislative and non-legislative parliamentary processes. The eParliament programme is a comprehensive workflow management tool, primarily aiding the political process, but at the same time supporting the administration, which through its work accompanies and assists the political process. The eParliament programme introduces a central legislative XML-document repository, separating the content and format. This avoids the reformatting of a document over and over and will also minimise input errors. A further advantage of separating content from format is the greater availability of the content for its dissemination through different media, such as Intranet, Internet and printed media.

• **State of play of the project**

1. eMeeting and eCommittee are implemented
2. eParliament is constantly being further developed to provide additional tools for MEPs.

• **Planning of the milestones**
**eParliament milestones**

1. Amendments Drafting - completion of functionalities; amendments finalisation
3. Authoring Tool for Parliamentary Assemblies
4. Evolutionary Structured Editor (EaSE) for XML Trilogue documents and draft agreements
5. Verbatim Plenary Report “CRE2017”; rewriting of PV (Plenary Minutes); rewriting ALV (Plenary Voting list); DocEP Gap Analysis
6. QP Web Form (Parliamentary Questions Web Form); QP+ (Parliamentary Questions Full solution)

**NEW IT EQUIPMENT FOR MEMBERS**

**CONTENT**

- **Short description of the Project**

The new statute of assistants and the possibility to constitute groups of accredited assistants working for one or several Members would necessitate updating the rules (that limit the provision to 3 accredited assistants per Member) in order to make them easier applicable. To this aim the number of desktop PCs could be linked to the number of accredited assistants. Furthermore the joint Bureau-BUDG Working Group has identified the need to allocate more office space for Members and to accommodate assistants and trainees serving Member in good working conditions, in order to comply with Belgium laws on working conditions. To this end, the Bureau decided to rent the building Square de Meeûs, freeing in the spring 2014 about 450 additional office modules for Members and assistants in the central buildings. This will allow limiting the occupation of offices to 2 persons maximum.

An additional desktop computer could be made available per Members offices on demand, provided that the Member in question has two office modules at his disposal and that no more than 2 persons are occupying a workplace in one module, including the accredited assistants. This offer would be technically possible as of September 2014.

The future introduction of Internet based Television should also extend substantially the availability of channels and sources of information, actually limited by the broadcasting technologies and the cost of subscription to some channels.

In addition to the provision of a Laptop (instead of one of the desktop computers of the quota), a mobile tablet device will also be added to the actual provision for Members, in order to benefit from mobile applications and information systems also provided by the EP. This new provision will not only increase the mobility of users. It will also contribute to reach the target of a paper-free Parliament.
IP based telephones have been provided for all Members and staff. Videoconferencing, already available within the EP will be also available with external correspondents. Better integration will also be implemented with Parliaments ICT infrastructure; so that easy search and access to data services will be available on telephone sets, (i.e. Outlook contacts on the IP based telephones, click-to-call, etc).

• **State of play of the project**

1. The distribution of laptops to Members: 406 laptops delivered (the remaining 345 MEPs did not request one so far.).
2. The distribution of tablets to Members: 585 tablets delivered to Members (the remaining 166 MEPs did not request one so far).

• **Planning of the milestones**

Continue with the distribution of laptops and tablets for Members throughout 2017-2019.

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**SPACE INCREASE FOR MEMBERS IN STRASBOURG**

**CONTENT**

• **Short description of the Project**

The Bureau has decided on 24 March 2010, based on the medium-term buildings policy, that the available office space in Brussels and Strasbourg should be adapted in order to offer appropriate workspace for Parliamentary activities.

In Strasbourg, it is foreseen to increase the offices allocated to the Members and their Assistants.

In order to free up space for these modules in the buildings, the current office space for the Administration and the Political Groups’ staff should be reorganized as follows:

1. using the new space available in the HAVEL building (available during the first semester of 2017));
2. moving staff to workspaces to be created in current buildings (eg.: PFLIMLIN conversion of 3 meeting rooms).

• **State of play of the project**

The move into the HAVEL building is foreseen for April/May 2017. Studies on the conversion of 3 meeting rooms into open-plan offices in the PFLIMLIN building are on-going.
• **Planning of further milestones**

2. Completion of the works in the PFLIMLIN building - End 2017.
3. Relocation and moves as from - April/May 2017.

• **Date foreseen for full implementation**

January 2018

**HOUSE OF EUROPEAN HISTORY**

**CONTENT**

• **Short description of the Project**

The idea of creating a ‘House of European History’ (HEH) was first put forward by the newly elected President of the European Parliament, Hans-Gert Poettering, during his inaugural speech on 13 February 2007. The aim is to place the development and current activities of the EU within a broad historical context. The House will be modern and attractive and aims to become a place of interactivity and dialogue, allowing Europeans of all generations and from all backgrounds to further their knowledge of recent history and thus better understand the development of Europe until today, as well as in the future. It will bring to life the concept of a ‘House’ that is open to all and with free admission for everyone and will project a strong image of Europe in the cultural and urban sphere in Brussels. The House, located in the former Eastman building, will contain a permanent exhibition and an annual temporary exhibition.

• **State of play of the project**

The main building objective was the renovation and extension of the Eastman building, which dates from 1935 and is located centrally in the Parc Léopold, in the heart of the European district. After an open architectural contest, the winning project was selected for its quality in terms of visibility, accessibility and respect for the existing building. The future House of European History will include a permanent exhibition area (~4.000m²), a temporary exhibition space (~550m²), entrance, shop, cafeteria (~1.070m²), a conference room with 90 seats, an educational area (~350m²), an administrative area (~900m²), as well as storage and technical rooms of ~1.600m². The contractor responsible for the renovation and extension handed the building over to the European Parliament in the summer of 2015. Following the terrorist attacks, new security measures were adopted, which led to new security arrangements, and works to adapt the entrance area. Facade, technical and fitting-out works are being finished as the permanent exhibition is installed. The project has been developed in close cooperation between DG COMM and DG INLO, with essential contributions from DGs TRAD, INTE and SAFE.
• Planning of further milestones

1. The installation of the permanent exhibition is under way and will be completed in time for the public opening, which is scheduled for 6 May 2017. The first temporary exhibition will open simultaneously. There will be a wide-ranging campaign to promote the opening ahead of the public launch.

2. In addition, the HEH is developing a strong online presence and a range of learning activities for students and families, while in the future it plans to host a range of events and to organise travelling exhibitions.

3. Separately, the “My House of European History” initiative will be launched in early 2017. This participative website will gather personal memories from across Europe, allowing users to propose their own content with relation to European History. A programme of communication and promotion will take place in the run-up to the grand opening.

• Date foreseen for full implementation

The opening to the public is scheduled for 6 May 2017.

HAVEL BUILDING

CONTENT

• Short description of the project:

The Bureau decided on 24th March 2010, based on the medium-term buildings policy, the acquisition of the 1956 “B-building” from the Council of Europe in order to offer appropriate workspace for Parliamentary activities.

The building purchased in 2012 was named after Václav HAVEL.

In order to free up space for additional offices for Members in the main buildings, the European Ombudsman services and some EP services will be moved into the renovated Havel building.

The aim of the overall renovation project is to comply with current standards for, inter alia, seismic, thermic, fire, acoustic aspects and accessibility for people with disabilities. The gross area of the building is 6.821m², with about 245 workstations. It will be connected to the rest of the Parliament premises by a newly created footbridge leading to the PFLIMLIN building. Extensive additional security works are under way in compliance with the Bureau decision of 11 April 2016.

• State of play of the project
1. The technical studies for the renovation are completed.
2. The works contract has been awarded on 29 August 2014.
3. Launch of construction work: mid-November 2014

- Planning of the further milestones

Delivery: end of February 2017

- Date foreseen for full implementation

Parliamentary session of May 2017

IMPLEMENTATION OF NEW CANTEEN STRATEGY

CONTENT

- Short description of the Project

The new catering strategy, adopted by the Bureau in June 2013 and reaffirmed in June 2015, aims at a thorough structural reform of Parliament's catering activities, at a time of budgetary rigour. Responding to an increase in demand and the lacking behind of infrastructure, the reform's main elements include:

1. the modernisation and diversification of the existing catering infrastructure in order to provide better services to Members and staff;
2. the significant reduction of the financial burden to the institution through a new type of contract and better resource effectiveness;
3. the continuous modernisation of the technical equipment and improvement of maintenance;
4. the move towards sustainable catering at the European Parliament, including the promotion of healthier food options and the reduction of food waste.

- State of play of the project

Since its adoption by the Bureau the catering strategy has made considerable progress:

1. opening of a new restaurant and cafeteria at the Sq. DE MEEUS building (September 2014), delivery of a new restaurant at the
TREVES building (October 2015) and a new sandwicherie at the SPINELLI building (June 2015, revamped in November 2016), complete refurbishment of the PHS restaurant on the 12th floor, complete renewal of furniture and acoustic measures at the self-service restaurant at the SPINELLI building (November 2015). In Strasbourg, a terrace with 180 seats has been opened to enlarge the LOW self-service restaurant in May 2015, Further enlargement of the LOW self-service in August 2016 with a new sales point together with four extra cash-tills to streamline customer flow;

2. opening of new concessions in the SPINELLI building run by independent operators: Organic corner “Les Filles” (September 2016) and Mediterranean style restaurant “Origen” (November 2016);

3. considerable reduction of the budgetary contributions to the running of restaurant and catering activities: compared to 2015 the 2017 budget is reduced by 61% to €1.380.000 (reduction of €2.12 Mio);

4. significant reduction of food-wastage at the three sites through benchmarking, best-practises and awareness raising measures (10-15%);

5. increase of the availability of fresh and healthy food choices at the restaurants and cafeterias;

6. new price policy favouring healthier food options;

7. conclusion of a comprehensive tender procedure, according to guidelines for Green Public Procurement, and implementation of new restaurant/catering concessions and vending contracts in Brussels (September 2015) and in Strasbourg (November 2016).

8. diversification of service providers, envisaging a wider range of choice and putting a new emphasis on the quality of food and beverages;

**Date foreseen for full implementation**

Towards the end of the current parliamentary term, mid-2019.

NEW VISITOR WELCOME AND ACCREDITATION CENTRE

**CONTENT**

**Short description of the Project**

The main objective of the visitor’s reception centre in Brussels is to improve the reception of the visitors mainly coming by bus to the European Parliament. This reception centre was conceived to meet the following requirements:

1. Provide a safe and welcoming environment for groups of visitors arriving at and departing from the EP by bus (avoiding crossing streets and the bus parking in inappropriate places as in the current circumstances);

2. Dispatch the visitors according to their desired or planned visits, orienting them towards the various EP facilities;

3. Provide basic facilities for visitors (toilets, drinks, etc.);

4. Provide succinct information about the EP campus and its offer for the visitors;
5. Give a direct access to the Esplanade Solidarnosc 1980 via the former Sakharov Lounge;
6. Improve management of arrivals and departures of buses;
7. Book visits (in particular for the Parlamentarium and the House of the European History) for the groups that have not planned their visit in advance;
8. Optimize use of available space.

There are two main components of the project. The first is to improve the appearance of the tunnel in Rue Ardennes below the Atrium building, where busses will drop off and collect their passengers. The second is to create a bright, attractive indoor space in the lower floors of the Atrium building to welcome visitors and give them access to the Sakharov Lounge and Esplanade Solidarnosc 1980. Escalators and lifts will ensure easy access for persons of reduced mobility.

In the second phase of the project, it is foreseen to create a large number of meeting rooms just above the reception area in which groups of visitors who have booked a visit will be able to follow the same programme as is currently proposed for groups of visitors in PHS: attend presentations on the European Parliament given by speakers, ask questions, meet their MEP... This will become particularly important in view of the foreseen renovation programme of the PHS building.

**State of play of the project**

The first phase of the project is completed. The space opened to visitors in November 2016.

**Planning of further milestones**

The needs for the second phase are still being studied.

**Date foreseen for full implementation**

The second phase should be completed in the second half of 2019.

**SCHIRMECK MEMORIAL COOPERATION**

**CONTENT**

**Short description of the Project**

Located in the vicinity of Strasbourg, the Mémorial de l’Alsace-Moselle offers an attractive exhibition about 100 years of history of the Alsace region in its European and international context. A project (“EU-Phoria”) currently in progress will see a further development of
European integration dimension since 1945 in this exhibition, thereby considerably enhancing the attractiveness of this institution for the European Parliament. A combined visit of the European Parliament and of the Mémorial would allow visitors to place the functioning of the European Parliament into a wider historical context and would thereby contribute to enhance understanding of the achievements accomplished by the European institutions but also by the region which hosts them. A broad historical perspective is already on offer in Brussels thanks to the Parlamentarium, and will be further expanded as of 2017 with the opening of the House of European history. The cooperation with the Mémorial would then allow our 200,000 annual visitors in Strasbourg to benefit from such a historical perspective as well, and thus from a richer programme. This is a highly cost efficient way to meet in a high quality way expectations from MEPs and their visitor groups, who are entitled to free entrance to the Mémorial if they so wish, as part of the programme in which they visit the EP.

• State of play of the project

Further to a Bureau decision of 18 November 2013 a convention for a grant was signed between the Parliament and the Mémorial d’Alsace-Moselle in December 2013, which states that the Parliament will contribute to the development of the new project by co-financing it and by offering its expertise on the history of European integration, in exchange for the free entrance for its visitors. Parliament’s visitor service now routinely informs groups in advance about the option to visit the Mémorial in order to allow them to include it in their planning.

• Planning of further milestones

1. An open procedure to select a consortium to undertake the project was concluded in 2015, with the winning consortium submitting their detailed project plan in mid-autumn 2015.

2. The construction phase has begun end 2016 and will last around a year, during which time the Mémorial is closed. The reopening of the Mémorial and the inauguration of the new exhibition is planned end 2017.

• Date foreseen for full implementation

Late 2017/early 2018.

MARTENS BUILDING

- 105 -
and Strasbourg should be adapted in order to offer appropriate workspace for Parliamentary activities.

In Brussels, following a local market prospection to find a new building of about 30,000 m², the Sq. de MEEUS building has been rented, while the MARTENS building has been purchased to be available as from 2017.

The Gross Internal Area of the building is 39,120 m², divided between 12 upper-floors and 3 underground levels (140 cars and 148 bikes parking places).

After the demolition works, the construction works began in June 2013.

After the handover of the building foreseen for April 2016 (earlier than originally planned for), Parliament started its own project for fitting out the building:

1. office spaces tailor-made to the needs of the future users, developed in close cooperation with the future users;
2. specific spaces for DG Communication and for interpreters;
3. Restaurant/Self + Kitchen, loading dock and related storage areas;
4. Security and access control following recent requirements;
5. IT & Data.

• State of play of the project

Interior adaptation works have started on the 3rd of October 2016. The design specification for the fitting out of the workplaces is ongoing based on an extensive consultation to the future users.

• Planning of further milestones


• Date foreseen for full implementation

Move process and start using of the building: April 2018.
• **Short description of the Project**

In order to implement the Bureau decision on 8 May 2013 to reproduce a reduced-scale version of the Parlamentarium at the Strasbourg seat, a project team bringing together DGs COMM, INLO, ITEC and SAFE was set up under the auspices of the Secretary-General.

The Strasbourg Mini Parlamentarium will be set in the Visitors' area, next to the hemicycle at the level 00 of the LOW building, and will embed both a 360° panoramic cinema displaying the “How the EP Works” film, a Role Play Game facility for school groups, as well as some attractive interactive applications similar to those of the Parlamentarium exhibition.

The Strasbourg Mini-Parlamentarium will be used by the Strasbourg office in-between plenaries and by the Visitors service during the sessions. A new visitor strategy for Strasbourg will be elaborated in order to maximise the use and impact of the new facilities.

• **State of play of the project**

Based on the technical input provided by the Parlamentarium at the end of 2013, a feasibility study was prepared with an external contractor, which was jointly approved after consolidation on 30 June 2014. Although some adaptations were required, it was concluded that the 360° and the Role Play Game could be implemented in the defined location.

Following a major public call for tenders for the building works, the works contract was signed on November 24, 2015, overseen by DG INLO, while in parallel the processes necessary to put in place a series of contracts on the content side were also put in place by DG COMM.

• **Planning of further milestones**

1. Building works due to be finished: March 2016;
2. Content installation and fit-out due to be finished July 2016;

• **Date foreseen for full implementation**

Summer 2017.
• **Short description of the Project**

The Parlamentarium is the European Parliament's Visitors' centre in Brussels. It consists of a permanent interactive exhibition, educational games (such as Luna game, intergalactic talent show and a multimodal role play game) for school classes, a temporary exhibition space as well as a cafeteria and a shop. The permanent exhibition is organised in different sections which portray the unique features of the European Parliament, the history of the European integration and the different key stakeholders (individual members, political groups, the President and political group leaders). The exhibition also entails a 360° panoramic film on how the European Parliament works and two areas presenting the results of Parliament's legislative work. Finally, it currently houses the Nobel Peace Prize awarded to the European Union in 2013. Designed as a multimedia experience area, the Parlamentarium, whose one and a half millionth visitor since its opening in late 2011 was received in autumn 2016, has won 16 national and international awards in the field of design, communication and tourism. It is today among the most visited tourist attraction in Brussels.

• **State of play of the project**

With its core mission being to portray the work of the European Parliament and its individual Members, the permanent exhibition is in permanent evolution. The elements relating to the composition of the European Parliament are regularly updated and the most recent policy developments integrated into the exhibition contents.

In 2016, tailored information and interactive stations from the Brussels exhibition were successfully exported to the Berlin Europa House (Erlebnis Europa) and, to a smaller extent, to the new Ljubljana Information Office. With a view to keep improving Visitors' facilities in Strasbourg, a reduced scale version of the Parlamentarium is in the making, combining a 360° projection room, a Role Play Game and a series of interactive stations. The Parlamentarium also endeavours to further improve its services for specific audience groups, in particular young visitors and handicapped visitors.

Since the opening of the Visitors' centre, visitor numbers have steadily increased from 250.000 in the first year to 350.000 in 2014 and 326.000 in 2015, when the lockdown and March 2016 attacks durably hindered the frequentation of the Brussels' cultural institutions. Visitors' satisfaction remains high with 90% of visitors rating their visit experience as very good or excellent. The capacity of the Parlamentarium is 540 visitors at a time. Capacity bottlenecks occasionally occur, but thanks to generous opening hours (the Parlamentarium is open 7 days a week from 9 to 18h00, except for Monday mornings), the large majority of groups are admitted without waiting time.

• **Planning of further milestones**

1. Smooth operation of the Brussels, Berlin and Ljubljana exhibitions
2. Improving Visitors' facilities in Strasbourg
3. Deployment of a new 360° movie depicting how Parliament works

• **Date foreseen for full implementation**

1. New 360° movie in Brussels, Berlin and Strasbourg (early 2017)
2. Improving Visitors' facilities in Strasbourg (Summer 2017) and Copenhagen (end of 2017)

• **References and sources of information**

Website of the Parlamentarium:


VISITOR GROUP ACCESS TO THE 13TH FLOOR TERRACE IN STRASBOURG

**CONTENT**

• **Short description of the project:**

The Bureau decided on 28 March 2012 on the improvement and broadening of the visitors' reception capacities within the European Parliament's premises in Strasbourg.

As part of these measures, it was proposed that the WEISS's 13th floor terrace should be included in the visitors' tour for groups outside plenary sessions. The project has involved the modification of the existing terrace in order to allow a safe and comfortable access to visitors (e.g. entrance modification, railings upgrading, floor marking for people with disabilities, etc.).

• **State of play of the project:**

Completed April 2014

BATORAMA TOURIST BOAT IN STRASBOURG
CONTENT

• Short description of the Project

The Bureau of the European Parliament has decided on 28 March 2012 to enhance and diversify the reception of visitor groups in the buildings of the European Parliament in Strasbourg. In this context Parliament signed on 11 December 2013 a partnership agreement with the Port Autonome de Strasbourg in order to establish a riverboat service to visit the buildings of the European Parliament in Strasbourg.

In the framework of this agreement the works on the landing pier, realised by the Port Autonome de Strasbourg, were finished in April 2014. The visits to the European Parliament are managed by the services of DG COMM and can take place outside plenary sessions.

They are offered in three languages (French, English and German) for visitor groups of maximum 50 persons. Led by a guide, visitors can enjoy a two hour guided tour including a visit to the plenary chamber, the visitor terrace on the 13th floor, an informational film, the possibility for a Q&A session as well as refreshments in the canteen.

• State of play of the project

The landing pier was inaugurated on 15 April 2014, at the same time as the opening of the visitor terrace on the 13th floor of the LOW building.

ONE STOP SHOP FOR MEMBERS

CONTENT

• Short description of the Project

Based on a proposal by Ms Roth-Behrendt in her capacity as Rapporteur on Organisational Capacity Building, and an endorsement by the Bureau, the Secretary-General set up an administrative inter-DG taskforce in May 2013 with a view to have a One-Stop Shop for Members functional and implemented in February 2014. On the basis of the preparatory work of this taskforce, the Bureau took the final decision on the set-up of the One-Stop Shop for Members on 9 December 2013. The Bureau Decision has created a One-Stop Shop for Members as a privileged point of contact to which Members can turn with any request relating to parliamentary administrative services. It is an add-on service (not replacing any of the current EP services offered to Members) and acts as a link between Members and the different services which remain responsible for their part of the service offered to Members. The One-Stop
Shop for Members covers administrative and support services leaving aside both the core political work and advice on the statutory rights and obligations of accredited parliamentary assistants. The One-Stop Shop for Members includes a front desk offering priority treatment to Members and their assistants on their behalf. Furthermore Members/assistants can introduce requests through a central phone number, email address as well as through a dedicated space on the Intranet of Parliament. A first reply is given within a maximum of two hours, followed by a full reply if necessary within 24 hours. In exceptionally complicated cases where the answer takes longer, Members are kept informed of the development of their request. It has however proven that Members often receive the answer immediately, or within 15 minutes.

- **State of play of the project**

The project is fully implemented, with less staff hired than foreseen (1 Head of Unit, 7 ASTs and 2 CAs as opposed to 5 CAs, i.e. 3 CAs posts where given back). All posts were gained by reallocation.

Taking 2015 as the first full year of functioning, close to 4500 requests have been received during this year and 707 of the current active Members are registered with at least one request (more than 70% are recurrent users). This has to be further seen in the light, that 33 Members have already left the Parliament during this mandate, the majority of which were customers also.

The fact that 33 Members have left, also in turn means that 33 new Members have arrived to replace these out-going Members. These new Members do not have a special welcome area at their disposal such as was the case straight after the elections, and thus the One-Stop Shop for Members has informally taken up the role of being a welcome area. Every new Member is contacted by the service and offered a meeting or a guided tour with the Head of Unit during which every imaginable question related to the House can be asked. Furthermore, for Members who wish, the first day of their mandate is organised with appointments made with all relevant services, with all necessary forms sent beforehand to ensure a smooth and easy entering into Parliament for the new Member. These offers for new Member have been received particularly well, with a lot of positive feedback from the new Members feeling welcomed and taken care of, especially during the first somewhat confusing days of their mandate in the House.

In addition to being a first stop for any new Member of the House, it has also proven that the service is called upon on occasion by former Members, who got to know the service before leaving at the end of the 7th legislature or throughout the current legislature. Although technically these former Members are not allowed to make use of the One-Stop Shop for Members, the staff nonetheless helps whenever there is time, as it is also clear, that they appreciate the help they get.

As of September 2015, the service has a new desk next to the Hemicycle entrance in a testing phase to see how a closer location to Members can further improve the service. This is partly done due to feedback received from Members, that the initial location of the One-Stop Shop was not ideal in Strasbourg.

The Bureau Decision of 9 December 2013 obliges the One-Stop Shop for Members to conduct customer satisfaction surveys. The first one was conducted in November 2014, with an overall score given on the quality of the service of 88.6 out of 100. The latest survey
was conducted over a 6 week period from 21 September 2015, and resulted in an overall score on quality of 94.7 out of 100. The service aims to maintain this level of satisfaction.

- Planning of further milestones

Further conducting of customer satisfaction service.

- Date foreseen for full implementation

Fully functional as of 1 July 2014.

- References and sources of information


SPACE INCREASE FOR MEMBERS IN BRUSSELS

CONTENT

- Short description of the Project

The Bureau has decided on 24 March 2010, based on its medium-term buildings policy, that the office space for Members available in Brussels and Strasbourg should be adapted in order to offer appropriate workspace for parliamentary activities.

In Brussels, following a local market prospection to find a new building of about 30,000 m², the Sq. de MEEUS building has been rented on a temporary basis, while the MARTENS building has been purchased and is currently constructed to be available as from 2017.

After consultation with the Political Groups, it was decided to provide 450 additional modules for Members offices. With the existing 1650 modules already occupied by Members and their staff, this sums up to a total of 2100 modules in the central buildings.

In order to empty space for those 450 modules in the SPINELLI and BRANDT buildings, part of the administration's staff has been moved in June 2014 to the Sq. de MEEUS building.

During the first July session in Strasbourg, the Members' offices have been completely reorganised.
• **State of play of the project**

The Members' offices were delivered on Monday, 7 July 2014. Due to the large number of modification requests, refurbishment works in the offices were finalised in 2015.

• **Date foreseen for full implementation**

Full implementation of the project has taken place in 2015.

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**CONTENT**

• **Short description of the Project**

Since 2012, the e-Portal provides Members of the European Parliament with a single secure entry point via which they can perform actions related to their financial and social rights electronically. It gives Members 24h access not only to a wide variety of information on their financial and social entitlements, but also to a very wide range of administrative documents which can be submitted electronically. Thanks to the e-Portal, Members have now the possibility to:

- consult the status of their budgets at any moment in time;
- submit travel reimbursement requests electronically and follow the state of play;
- consult and/or submit requests for their personal dossiers regarding remuneration transitional allowance, pensions and insurances;
- follow the state-of-play of general expenditure;
- submit requests related to parliamentary assistants' contracts

The advantages of the e-Portal are manifold: requests introduced in the system are treated with priority by the relevant services; automatic verification incorporated in the system reduces the margin of error of the requests introduced. Members have also twenty-four-hour access, so consultation and requests can be introduced at any time, including remote access while out of the office.

The target users of the e-Portal are Members and their Accredited Parliamentary Assistants, the latter only when a power of attorney has been granted by the Member in order to guarantee the protection of their personal financial data.

New functions will be added regularly. For the years 2017-2019 some major improvements are planned: a new graphical user interface including a version for mobile devices allowing the application to be run from tablets and smartphones. Furthermore, the
extension of the use of the e-Portal to external users such as former Members, local assistants and paying agents once the guidelines for the access by ‘external users’ are defined by DG-ITEC is scheduled. In addition, an interface for non-attached MEPs for the expenses linked to the 400-budget is in the pipeline. A standalone module for the missions of APAs if under preparation as well (ACAMISS).

• State of play of the project

The Portal as such is functioning. 315 MEP have received a presentation of the application and have been given access to operate. A promotion campaign is in the pipeline to extend its use as much as possible among MEPS. In parallel to the deployment of the extended version of the e-portal for MEPs, the use of digital signatures gained momentum with the wide use of the Digital Signature Portal System (DISP) for amendments and soon questions to the other institutions.

• Planning of further milestones

2. Branding and promotion - ongoing.
3. Training of MEPs and APAs on V2.0- ongoing, implemented by June 2019.
4. Extension to external users by December 2018.

• Date foreseen for full implementation

The e-Portal will be permanently expanded to integrate other administrative procedures which have not been digitalised yet.

SQUARE DE MEEUS BUILDING

CONTENT

• Short description of the project

The Bureau has decided on the 24 March 2010 based on the medium-term buildings policy that the available office space in Brussels and Strasbourg should be adapted in order to offer appropriate workspace for Parliamentary activities. In Brussels, it was decided to purchase the new MARTENS building.

As the new MARTENS building would not have been delivered before 2017, it was decided to rent the Sq. de Meeûs building in order to be able to offer appropriate workspace for Parliamentary activities already as from 2014.
According to the space occupancy plan, the Directorates general IPOL, EXPO and EPRS (around 1,000 people) were moved during June and July 2014 to the Sq. de Meeûs building.

Although all of the renovation works of the Sq. de Meeûs building were not fully completed in June 2014, the moves were planned, after having obtained sufficient guarantees of the inspection bodies, that the minimum conditions of safety and comfort were fully satisfied for the occupants.

As the owner has not fulfilled its contractual commitments, in particular with regards to the delivery date of the building, the European Parliament’s Administration undertook all the technical, legal and financial arrangements in order to safeguard the interests of the Institution.

- State of play of the project

Since late July 2014, all office floors are occupied by staff of DG IPOL, EXPO and EPRS. In September, the new restaurants for staff was opened. Work is still in progress while respecting the rules of safety and comfort for the occupants. This work, conducted by the building’s owner and necessary to meet Parliament’s building standards, should be completed early 2016 to allow for a formal and acceptance of the building.

- Planning of further milestones

Completion of the works: Early 2016

- Date foreseen for full implementation

1. Provisional acceptance: Early 2016
2. Final acceptance: Mid 2016 (to be confirmed by the owner)
Resource Efficiency

Measures Strategy
The principle which captures our philosophy for this strategy results from a common work between the Bureau and the Committee on Budgetary Affairs during the last legislative term: “Save to innovate”. Under the current budgetary constraints and with a view to a reduction of 5% of staff from the Secretariat General it is not possible to develop new functionalities or new capacities without deriving as much productivity gains as we can from other sectors.

But achieving savings in specific areas, one cannot just work on the supply side, but has also to take a look at the demand side. There have been a lot of efforts by the administration in the 7th Legislature towards achieving productivity gains and resource efficiency, with seven saving targets in seven fields identified by the Bureau and the Committee on Budgetary Affairs to enable further investments in four strategic sectors.

A part of this agenda has already been delivered, such as 'Committee meetings Monday/Tuesday or Wednesday/Thursday', 'On-Demand approach for linguistic services', 'Benchmark and key result indicators in translation'. With the strategic circle on resource efficiency, we can understand graphically, in relatively simple way, and at glance, how we deliver on our resource efficiency.
DEPARTURE DEMANDS

- Benchmarks and key result indicators in expertise
- Efficiency gains by internalisation of security services
- Efficient unified document management system
- Key result indicators for all operations

SYSPER: The new human resources management IT application for the EP

FINANCIAL MANAGEMENT SYSTEM

DEPARTURES

- Introduction of key result indicators in translation
- Translation of committee-stage AIVS based on linguistic profiles and on demand
- Reallocation of up to 80 translators from the two advisory committees

EXPECTED ARRIVALS

- On-demand approach for linguistic services
- Afternoon sessions starting at 14h30
- Personnel reallocation

ON HOLD

- 0
ARRIVED

DELEGATION TRAVEL IN CONSTITUENCY WEEKS
PLENARY SESSIONS ENDING AT 22H30
COMMITTEE MEETINGS ON MONDAY/Tuesday OR WEDNESDAY/Thursday
TRANSLATION STAFF ALLOCATION BASED ON WORKLOAD
ABOLITION OF AUTOMATIC TRANSLATION OF COMPTE RENDU IN EXTENSO
INTERPRETATION STAFF ALLOCATION BASED ON WORKLOAD

DERAILLED

ARRIVED

DEPARTED
EUROPARL
EUROPEAN COURT OF JUSTICE
COUNCIL
COMMISSION

3 STRENGTHENING RESOURCE EFFICIENCY
DEPARTURE DEMANDS 0

DEPARTURES 1

FINANCIAL MANAGEMENT SYSTEM

EXPECTED ARRIVALS 1

EFFICIENCY GAINS BY INTERNALISATION OF SECURITY SERVICES

ON HOLD 2

EFFICIENT UNIFIED DOCUMENT MANAGEMENT SYSTEM

KEY RESULT INDICATORS FOR ALL OPERATIONS
DELEGATION TRAVEL IN CONSTITUENCY WEEKS
PLENARY SESSIONS ENDING AT 22H30
COMMITTEE MEETINGS ON MONDAY/TUESDAY OR WEDNESDAY/THURSDAY
TRANSLATION STAFF ALLOCATION BASED ON WORKLOAD

INTRODUCTION OF KEY RESULT INDICATORS IN TRANSLATION
ABOLITION OF AUTOMATIC TRANSLATION OF COMpte RENDU IN EXtenSO
ON-DEMAND APPROACH FOR LINGUISTIC SERVICES
AFTERNOON SESSIONS STARTING AT 14H30
INTERPRETATION STAFF ALLOCATION BASED ON WORKLOAD

TRANSLATION OF COMMITTEE-STAGE AMS BASED ON LINGUISTIC PROFILES AND ON DEMAND
REALLOCATION OF UP TO 80 TRANSLATORS FROM THE TWO ADVISORY COMMITTEES
BENCHMARKS AND KEY RESULT INDICATORS IN EXPERTISE
PERSONNEL REALLOCATION

SYSPER: THE NEW HUMAN RESOURCES MANAGEMENT IT APPLICATION FOR THE EP

LEGEND

1 DEPARTED
EP EUROPEAN PARLIAMENT
EC EUROPEAN COURT OF JUSTICE
C COUNCIL
KC COMMISSION

3 STRENGTHENING RESOURCE EFFICIENCY
GLOSSARY

DEPARTURE DEMANDS

Projects requested or initiated by the Secretary General

DEPARTURES

Projects in their initial phase, freshly launched

EXPECTED ARRIVALS

Projects closed to be finalised

ON HOLD

Projects with the same status throughout 4 updates of the Strategic planning (from September 2014 till present)

ARRIVED

Projects fully realised; established and functioning processes

DERAILED

Withdrawn proposals

DISCLAIMER

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CONTENT

• **Short description of the Project**

The aim of this project is to improve the visibility and the availability for all levels of management of decision critical financial information. It will improve the control over available resources (human, IT and financial), to realise efficiencies by standardising and automating key central financial processes from budget execution to general accounting, allowing also a high level cost accounting system.

The FMS project also aims at replacing (from the technology point of view) the obsolete existing main financial applications, notably the general and budgetary accounting systems and the payments system.

The modernization of financial information systems will encompass the implementation of some key principles such as electronic workflows and traceability of all interventions, end-to-end process management, enhanced business process harmonisation and interaction, systematic integrated financial and budgetary reporting, controlled access to data, and ergonomic user interfaces in English.

The project will use the SAP S/4HANA integrated system. The system will be designed in a way to allow for further expansion in terms of scope, after its go-live, in order to take advantage of the full potential of SAP.

• **History and state of play**

1. Initial planning has been completed in the first half of 2012
2. Project preparation was completed in the second half of 2012
3. The detailed business blueprint should be finalised in the second half of 2017. The implementation of the blueprint will entail to build and test a complete business and system environment to test user acceptance and develop training materials as well as end-user documentation.

• **Project milestones**
EFFICIENCY GAINS BY INTERNALISATION OF SECURITY SERVICES IN BRUSSELS AND STRASBOURG

CONTENT

• Short description of the Project

The general security function, once exercised exclusively by external security guards, has been considered a strategic function in respect of the image of the Parliament, as the security guards are frequently the first point of contact with Members and all Parliament users. The internalisation of Parliament’s general security is therefore the last stage of a strategic decision, the thrust of which was supported by the previous Bureau, to overhaul Parliament’s security, taking into account its own specificities and requirements. Parliament's security policy would be in line with the approach followed by national Parliaments and other international institutions, which rely on their own security staff and national police forces, instead of outsourcing their security to private companies. The internalisation of the general security services is conceived to ensure the highest professional standards and best quality services for Members and Parliament's other users, which, in addition, would lead to a significant reduction in Parliament's costs, by means of the recruitment of contract staff pursuant to Article 3a of the Staff regulations and the Conditions of Employment of Other Servants (contract agents Function Group 1 for manual and administrative support service tasks). The global security concept also intends to provide a flexible level of security capable of protecting not only persons and assets, as has traditionally been the case, but also information, from current and emerging threats inside and outside the EP premises, and to ensure the continuity of the core business in the case of a major crisis.

• State of play of the project

The global security concept is based on five main lines of action:

1. The improvement of the EP security culture;
2. The daily use of a security risk assessment methodology, with a cross-cutting approach for the management of the administrative procedures and an improved exchange of information with relevant security correspondents;
3. the enhanced cooperation with national police forces, also in an interinstitutional context;

whilst keeping an cost-effective balance between

1. security and accessibility, within the establishment of different levels of access to EP buildings, and within its premises (zoning);
2. internal staff and external agents (internalisation and professionalisation).

• **Planning of further milestones**

1. Harmonisation of security interventions between the two sites and improved distributions of tasks between and responsibilities among EP’s three working places. 2015
2. Recruitment procedures achieved 2016
3. Internalisation in Luxembourg as of 2017

• **Date foreseen for full implementation**

End 2016.
interdepartmental group of document management officers. All Directorate Generals are represented in GIDOC.

On the basis of collected requirements and technical options analysed, GIDOC recommended the Secretary General to replace the current GEDA system with an off the shelf Electronic Records Management System (ERMS) through public procurement. The Secretary General endorsed this recommendation (D(2015) 61391) and decided to launch it as a dedicated project supported by a project management structure and driven by a Steering Committee.

The new document management policy, in conjunction with a modern ERMS, will help to ensure compliance with the obligations on public access to Parliament documents and on management of confidential non-classified documents. It also goes along with the paperless strategy developed in the Parliament, to enhance electronic workflows of documents.

- **History and state of play**

  1. The policy is already adopted.
  2. Training, awareness and communication activities are regularly carried out.
  3. The first three levels of the EP filing plan have already been adopted and the remaining levels will soon be approved. As soon as the filing plan is finalised, the definition of a corporate retention policy will start.
  4. With regard to the ERMS, procurement specifications are being prepared with the help of an external IT consultancy company. A financial form for the needed budgetary allocation from 2018 on has been submitted.

- **Planning of further milestones**

  1. Adoption of the complete Parliament filing plan, including both the common structure and DG specific headings: Early 2017.
  3. ERMS:
     - Publication of the procurement: End of first semester 2017;
     - Signature of the contract with the successful tenderer: First semester 2018;
  4. Training, awareness, communication and support: continuous activity.

- **Date foreseen for full implementation**

  End 2019.
KEY RESULT INDICATORS FOR ALL OPERATIONS

CONTENT

• Short description of the Project

The project of developing metrics for all operations aims to support increased quality of operations and decentralised decision-making by helping to define simple, easy-to-calculate, meaningful metrics helping units and directorates to monitor operations and drive their performance level and their alignment with overall Parliament and DG objectives. The metrics will help to communicate the status and developments in the management of operations, will help to identify redundancies or needs for resources. At higher hierarchical levels, the metrics should help to have an overview of the functioning of the support to the full legislative cycle and of the administration.

• History and state of play

1. The introduction of metrics for all operations of the Secretariat General was generally agreed at the Away Day of the management in May 2014 as part of the implementation of the Strategy Execution Framework.
2. The introduction of the Parliamentary Project Portfolio involves also the development of specific key indicators for the proposed projects outcomes.

• Project milestones

1. Pilot project with one DG indicators in 2014.
2. Early training and DG discussion on key result indicators with support of the management Team Support Office.
3. By the end of 2015 all DGs developed relevant indicators for management and reporting for standard operations as well as for strategic projects.
4. Some indicators are in operation, for others the validation of the proposed indicators is ongoing.

DELEGATION TRAVEL IN CONSTITUENCY WEEKS

CONTENT

• Description and aim

Delegation travel is governed by a comprehensive set of rules adopted by Parliament’s governing bodies. These rules allow for
delegations to travel up to a specific quota of Members, set a maximum duration for certain types of delegations and foresee delegation travel to take place during periods dedicated to particular parliamentary activities. Exceptional authorisations derogating from the rules can be granted by the governing bodies. In 2011, apart from the annual programming for committee travel and inter-parliamentary delegations, the Conference of Presidents received 149 and the Bureau 53 individual authorization requests, of which only eight committee requests and four inter-parliamentary delegation requests have been refused. These requests concerned delegations in line with the rules, but also delegations needing derogation from the rules, mostly for reasons concerning travel dates, duration of the visits or the number of Members participating (quota).

The Code of Conduct for Multilingualism allows for up to five languages from the committee/delegation language profile to be provided and sets a six-week deadline for interpretation requests for meetings outside the places of work. Parliament’s interpretation resources, a maximum of 16 teams per day, are generally used in their entirety during the days set aside for committee meetings to cover in-house meetings. The recruitment of additional interpreters requires considerable financial engagements, in particular if combined with other arrangements on delegation travel. During weeks set aside for external parliamentary activities (“turquoise weeks”), Parliament’s interpretation service has more capacities available.

In the past, before the introduction of the rule to concentrate delegation travel during the weeks of external parliamentary activities considerable amounts of funds were used to engage external interpreters. The budget for this item could be reduced considerable following the bureau decision.

On the basis of orientations given by the Conference of Presidents and announced in the Conference of Committee Chairs, measures can be taken to increase the efficiency of delegation travel in order to meet the cost-reduction objectives agreed by plenary. In the future, delegations travelling during weeks reserved for external activities (“turquoise weeks”) continue benefiting from the full linguistic support available from Parliament’s services, in line with the Code of Conduct on Multilingualism. However, delegations requiring derogations are only provided with a limited language regime that may not exceed interpretation into one language.

- History and state of play

Implemented

(1) See Article 5 (1), Article 8 (2).

PLENARY SESSIONS ENDING AT 22H30

CONTENT

- Description and aim
When meetings taking place during Plenary sessions in Strasbourg or Brussels last beyond 23:00, the team providing interpretation cannot be assigned to any other meeting until 14:30 the following day. In order to avoid unnecessary costs, plenary meetings therefore have to end at 22:30, thus also leaving a safety margin for unavoidable overruns.

This measure enables a more efficient allocation of interpretation teams to meetings as no replacement teams need to be kept available for the following day to take over the interpretation assignments of those teams which have worked beyond 23:00 the previous day. Moreover, considerable savings could also be achieved as the hiring of additional external interpreters can be reduced.

- **History and state of play**

Bureau decision 12.12.2011; Implemented since 2012. The implementation of this measure brought along an additional capacity increase of 5% for Parliament's interpretation services without any additional cost.

**COMMITTEE MEETINGS ON MONDAY/TUESDAY OR WEDNESDAY/THURSDAY**

**CONTENT**

- **Description and aim**

To allow for a more efficient use of existing interpretation resources, a more balanced spread of Committee meetings over the week was envisaged. Committee meetings can therefore take place either from Monday to Tuesday afternoon, for Committees needing three half days, or from Wednesday morning to Thursday afternoon for those Committees in need of four half days. This measure allows for interpretation teams to be more efficiently used on both Monday afternoons and Thursdays, while at the same time reducing the number of Committee meetings held in parallel to a maximum of 16 per day (without exceptions).

In practice Committees have to choose between slot A from Monday lunch time to Tuesday afternoon (3 half days) or slot B from Wednesday morning to Thursday afternoon (4 half days). This distribution keeps the total number of meetings during the week at the same level while reducing the number of interpreters needed by approximately 30%, as the same number of interpreters can work from Monday to Thursday. This measure also allows for a reduced number of external interpreters to be recruited for the 'peak days' on Tuesdays and Wednesdays where previously almost all meetings took place.

- **History and state of play**

The Bureau adopted this change in planning at the end of 2011, the measure was fully implemented since 2012.
Through improved coordination between interpretation services and the committee and delegation secretariats a better alignment of the language profile of the committee/delegation with the languages actually used by the participants ensures a further reduction of unnecessary costs.

For missions of committees or delegations abroad, the missions help desk would be consulted after the decision by the committee or interparliamentary delegation about the composition of the delegation in order to establish the optimal language profile, with the interpretation services then deciding on an optimal allocation of its resources. Local interpreters would be used as much as possible, further reducing travel costs and also the CO2 footprint of Parliament. Finally, the length of meetings during missions is to be respected in order to avoid overruns which would necessitate having a second team of interpreters taking over. The standard length of the meeting is 3 hours in order to not have to work with double equipes.

Implementing the principle of resource efficient full multilingualism in the European Parliament, the measures above provide for efficiency gains in interpretation and reduce the structural costs in this service by €10.000.000 per year.

**TRANSLATION STAFF ALLOCATION BASED ON WORKLOAD**

**CONTENT**

- **Description and aim**

  An analysis of the workload and productivity of the language units in translation services has been conducted by the Secretary General. The result of this analysis was that there were considerable differences in the level of productivity between the language units. A specific target for an average productivity of pages has been established. Efforts were made by management and staff of the language units to ensure that the productivity between all language units is on an equally high level and achieves the productivity target.

  With the subsequent productivity increases it was possible to redeploy 100 posts (8%) from the translation units to political support functions, increasing output by 26% and increasing productivity by 36%.

- **History and state of play**

  1. The project has been completed in 2013.
  2. Regular monitoring of productivity is performed on a regular basis.

- **Future Milestones**

  Monitoring of productivity is on-going.
INTRODUCTION OF KEY RESULT INDICATORS IN TRANSLATION

CONTENT

• Description and aim

Translation makes extensive use of IT tools in the workflow and the translation process itself. The workflow tools can generate key performance indicators. The average productivity of each language unit is one example of a key performance indicator. Other indicators such as the volume of documents/pages translated over a defined period are also generated by the IT system.

These key performance indicators on translation output and its costs are the result of the implementation of Key Interinstitutional Activity and Performance Indicators (KIAPIs), which make it possible to produce harmonised figures on the volume of translation output, quality control efforts, the staff involved, expenditure on external translation and costs per page across all the European institutions.

Under the KIAPI method, the page count is determined based on the principle of the ‘net deliverable page count’, which reflects the changes between the new text to be translated and its background or reference document. For new texts without a background document, a full page count is applied.

The translation cost is part of the KIAPI model, under which all costs related to translation are reassigned to in-house translated pages, externalised pages or both, using an appropriate weighting factor.

The latest KIAPI 2015 results were approved by the ECT (the interinstitutional Executive Committee on Translation) on 29 April 2016. All participating institutions have now fully implemented the KIAPI page count methodology in their respective underlying IT systems. The figures can therefore be considered comparable, which allows them to be shared upon request among the institutions. As for requests from the outside, each institution can disclose its own figures and refer the requester to the other institutions concerned.

• History and state of play

1. The project has been implemented and is ongoing
2. Data is regularly produced and analysed

• Future milestones

Ongoing project
ABOLITION OF AUTOMATIC TRANSLATION OF COMPTE RENDU IN EXTENSO

CONTENT

• Description and aim

Until 2011, both the 'Compte Rendu in Extenso' and the written questions to the Commission had been systematically translated in all languages. Compared with the goals to be achieved as well as with the effective usage of these translations, such a systemic full translation for both products in all languages was no longer justifiable on economic grounds.

Moreover, the multilingual character of the Compte Rendu in Extenso was easily be maintained due to the on-line accessibility of the video recordings of the Plenary session in all languages. At the same time, Members were, of course, given the possibility of translation-on-demand of those parts of any Compte Rendu in Extenso being of interest to them.

In total, the implementation of these measures for translation allowed for, without altering the aim of integral multilingualism, savings of €11.000.000 in total, of which €8.600.000 concern the Compte Rendu in Extenso and €2.400.000 the written questions.

• History and state of play

Implemented with the Bureau decision of September 2011. Full implementation.

ON-DEMAND APPROACH FOR LINGUISTIC SERVICES

CONTENT

• Short description of the Project

In the framework of resource efficient multilingualism the Bureau adopted in December 2011 a set of measures to reduce the costs for interpretation services by €10.000.000 per year, amongst which were measures relating to an on-demand approach for interpretation during meetings.

With these changes, the calendar unit of the Directorates General for Internal Policies and External Policies as well as the Secretaries General of the political groups have to submit all requests for interpretation to DG Interpretation and Conferences, which will analyse the requests and match them to the existing interpretation resources available, allocating in consequence the necessary and available interpretation resources to the meetings.
All requests for interpretation are therefore made on demand by the secretariat of the concerned body, with no ‘automatic language profile’ foreseen by the interpretation services. Members are encouraged to verify if they need interpretation into their mother tongue at all different types of official meetings they participate in (committees, delegations, working groups etc.). Each committee and delegation secretariat has nominated a single contact person as sole point of contact for DG INTE, which in turn has also nominated a single contact person for each of the committee and delegation secretariats.

Furthermore, since the start of the 2014-2019 legislature, amendments in Committee stage will be translated automatically only into all languages fitting the established linguistic profile of the Committee, while translation into any other official EU language needs to be specifically requested. (More information under ‘translation of committee stage amendments...’).

- History and state of play

Implemented for committee meetings.

- Future Milestones

Constantly on-going process.

AFTERNOON SESSIONS STARTING AT 14H30

CONTENT

- Short description of the Project

Starting afternoon session at 15.00 h systematically wasted half an hour of interpretation time in the evening, as rooms are available too late for a full session finishing at 21.30 h. (Interpreters limit without free half day next morning).

The Bureau had therefore taken the decision to systematically start the afternoon session in all weeks at least at 14.30h instead of 15.00h. Indeed, the optimum in terms of resource efficiency would mean session times of 8.30 h to 12.00 h, 14.00 h to 17.30 h and 18.00 h to 21.30 h.

The evening slots are especially valuable in times of stress for trilogues etc.

The implementation of this measure brings along an additional capacity increase of 5% for Parliament’s interpretation services without any additional cost by bringing forward afternoon sessions by half an hour and gaining by this 30 min. additional meeting time per pm
• State of play of the project

The project has been adopted by the Bureau, its implementing phase is near completion.

INTERPRETATION STAFF ALLOCATION BASED ON WORKLOAD

CONTENT

• Short description of the Project

In the framework of resource efficient multilingualism the Bureau adopted in December 2011 a set of measures to reduce the costs for interpretation services by €10.000.000 per year. Amongst the measures were decisions to spread committee meetings more evenly over the week, allowing in turn for a more resource-efficient allocation of interpretation staff, based on the workload.

Since 2012, Committee meetings take place either from Monday to Tuesday afternoon, for Committees needing 3 half days, or from Wednesday morning to Thursday afternoon for Committees needing 4 half days. The interpretation teams can therefore be more efficiently used on Monday afternoon and on Thursdays and the number of parallel Committee meetings can be reduced to a maximum of 16 per day (without exceptions) while the overall number of meetings during the week remains unchanged.

Although the total number of meetings remained the same, the better distribution across the week allows for a reduction of the number of interpreters needed by approximately 30%. The same number of interpreters can be working from Monday to Thursday rather than having to recruit additional external resources for the peaks on Tuesdays and Wednesdays where currently almost all meetings took place.

This allowed not only to save more than €10 mio per year due to the more efficient use of internal interpreters and consequent reduction of freelance interpreters, but led also to the redeployment of more than forty posts from interpretation services to support new functionalities for Members in other services.

• History and state of play

Implemented.
• Future Milestones

On-going continuous action.

CONTENT

• Short description of the project

Until October 2014 all amendments at committee stage were translated into all 23 languages, despite the fact that not all committees had members and substitutes requiring the 23-language regime. The language profile of the members and substitutes in a committee does not always require translation into all 23 languages. While some committees have members and substitutes covering almost all the languages, others (mainly the smaller committees) have members and substitutes needing fewer language versions. On average only 19 languages are represented per committee. This means that on average four language versions are produced that are not actually required by the members or substitutes in the committee in question.

For resource-efficiency purposes, a linguistic profiling system has been in full use since October 2014 for committee-stage amendments. Taking into account that an average of 30% of amendments are adopted and, if not translated at committee stage, will subsequently need to be translated at plenary stage, between November 2014 and November 2015 the estimated savings generated by this linguistic profiling system in terms of translation pages for amendments at committee stage amounted to 34 000 net pages (63 000 gross pages).

• History and state of play

In the framework of the 2015 EP budget estimates, plenary decided to switch to a system of translating amendments at committee stage in accordance with the language profile of the committee, with an additional option for translation to be requested into any further official language.

The estimated savings were deducted from the 2015 EP budget.

It was decided: (a) to maintain the current practice of translating reports and explanatory statements into all 23 languages and (b) that amendments at the committee stage would be translated into each committee’s language profile (that is, the languages of the committee’s members and substitutes) and, at the specific request of any MEP not a member or a substitute in the committee, into his or her language. The introduction of language profiles for translation matched the similar system that has been successfully applied in
the area of interpretation for many years.

Since the introduction of the new system there have been no specific requests from MEPs who are not members or substitutes in any given committee for translation into their language.

**Future milestones**

Setting up a working group on the impact of linguistic profiling and translation on demand for committee amendments under Parliamentary Project Portfolio Project No 82 (Rethinking the management of translation demand in the EP):

1. Start: beginning of 2016;
2. Interim reports: end of 2016, end of 2017 and end of 2018;

REALLOCATION OF UP TO 80 TRANSLATORS FROM THE TWO ADVISORY COMMITTEES (EESC AND COR)
1. Following an internal call for expressions of interest in the CoR and EESC, and interviews held jointly with the EP, the first 25 staff arrived on 1 October 2014 and were fully integrated into the MRS very quickly. They were provided with intensive training and mentoring on all aspects of their work. They responded very positively to their new work environment. A second wave of 17 colleagues arrived on the 1 January 2015 and received the same support, while a third wave with 12 staff arrived on 1 October 2015.

2. The assessment of the first wave of staff was very positive, with 21 out of the first 25 seconded colleagues having requested to be transferred and become part of the parliament administration on 1st April 2015. From the second wave, all but one colleague decided to stay. A total of 49 colleagues have been transferred in all. An additional eleven vacant posts were then transferred by the EESC, which decided not to carry out a second CEI.

- **Outcome and prospects**

In terms of the expected outcome of this project, the gain in efficiency of use of resources has been considerable. The two Advisory Committees successfully implemented Resource Efficient Multilingualism (REM) in their translation services. By freeing up a significant number of posts in the Joint Translation Service, they were able to reinforce their political and legislative role. In parallel, closer inter-institutional links could be fostered. As far as the improvement of services for MEPs is concerned, thanks to this project, Members are offered a much broader and deeper range of research products. Published products are already of a much greater variety and much more analytical character.
The introduction of benchmarks and metrics for policy expertise has appeared as an important objective to the management team of the European Parliament in order to ensure that the production and delivery of expertise is carried out in a consistent, cost-effective, client-oriented fashion across the different directorates-general.

• **History and state of play**

All people involved in supporting policy-making through expertise within the Parliament have agreed to work towards a common objective under the strategic execution framework proposed by the Secretary General: “This is to provide all Members systematically and automatically with easy to read content rich analysis on all legislative proposals during all the stages of the procedure as well as on the follow-up of all decision taken by the European institutions.”

This common objective in itself sets internal quality criteria for expertise products and their delivery across the directorates-general responsible: readability, original content, systematic production and timely delivery. These qualitative criteria are accompanied by the proposal of quantitative metrics for research, developed in cooperation with the researchers.

The Parliament’s administrative services generating analytical material - the European Parliamentary Research Service, the Policy Departments and the Economic Governance Unit - have, in parallel, developed and started to apply metrics and result indicators for their work. In line with the objectives set out above, the EPRS decided to closely monitor four key result indicators, namely i) the provision of a comprehensive range of products and services, ii) ensuring that its products and services constantly improve and are supported by appropriate quality standards, iii) to be client-oriented in all its work, and iv) to be timely in all its work. To this end, EPRS continuously monitors in how far its products and services cover all policy areas in a broad variety of formats to make EPRS research accessible to Members and the wider parliamentary community (publications as well as events, podcasts, individual services to Members such as tailored analyses and in-person briefings etc.). To guarantee the observance of highest quality standards in its own work EPRS set up a manual of internal procedures and checks for externalised studies through anti-plagiarism software and external peer reviewing. EPRS decided deliberately to pursue a client needs strategy to pro-actively seek input on Members’ and parliamentary committees’ needs and to steer its work and production in the right direction; to this effect the provision and take-up of a wide range of personalised EPRS services is closely monitored. To make its research available at the right moment, EPRS monitors the timely provision of all its services and especially whether research publications are submitted in a timely manner at the crucial stages in the policy and legislative cycle.

Within the context of the metrics in DG IPOL, Policy Departments and the Economic Governance Unit measure their quantitative output by reporting once a year the number of requested products by the committees, as well as the number of requests which were satisfied, partially satisfied or not satisfied. Along with the quantitative indicator, selected expertise products are assessed, as regards their support of the legislative work or scrutiny activities, the impact of the expertise (inside and outside the EP, including media) and the administrative cooperation between the services involved in making the expertise available to the Members.

• **Future Milestones**
The introduction of benchmarks and metrics was done in consultation with staff and management as it requests dialogue and feedback in order to ensure ownership. Following the utilisation of indicators and metrics for a first year, further time is needed to identify potential needs and to adjust those to the reality of research work in production, editing and delivery. Changed metrics could comprise:

1. the return rate of users of services offered;
2. the number of requests for research support, be it individually or collectively;
3. the variety of dissemination formats and the accessibility of research (‘all time everywhere’);
4. possibly widening satisfaction surveys (or structured interviews) from committee secretariats to Members;
5. special treatment for info-graphics (ensuring the presentation supports the content);
6. references to the EP’s own research work, peer recognition, quotation;
7. assessing the support to scrutiny work of committees.

PERSONNEL REALLOCATION

CONTENT

• Short description of the Project

Within the Secretariat General of the European Parliament structural changes have been carried out aimed at gaining efficiencies and freeing up resources with the objective to deploy them elsewhere in the administration where capacities were to be created or seriously reinforced. This has been the case in the knowledge support functions such as the Library reorganised around a new concept, the newly established Member’s Research Services or the Directorate for Impact Assessment. New capacities have been created in a cost neutral fashion. The same has happened in the Policy departments and the Committee Secretariat whose capacities have been largely increased, enabling them to support Members beyond the traditional amendment work and to extend their reach to agenda setting, develop larger consultation and play an active role in scrutiny. Improved and internalised security and central services dealing with risk management have also been reinforced through reallocation. Furthermore Parliament has been able to deploy a world class offer to visitors with the Parlamentarium and the soon to open House of European History.

The process is of an unprecedented magnitude in European institutions, leading to and including also a large scale training effort. Reallocation did not only happen within the EP but also between institutions and bodies. Economies of scale realised through cooperation with the Committees in linguistic services has allowed to staff the new Members’ research service to which the Members of the Committees will also have access as a common knowledge basis for their own work on legislation. The transfer of staff from the advisory committees to the European Parliament has been completed.
• **State of play of the project**

The vast majority of the posts for redeployment have been received from the language services.

In 2011 the Bureau decided, on the basis of the agreement with the Committee on Budgets, on organisational measures allowing structural economies to be made in the area of the language services, whilst safeguarding full multilingualism. These decisions now have to be implemented and allowed for a redeployment of more than 130 posts to support new functionalities for Members in other services, with 67 lawyer linguists having additionally been redeployed to the parliamentary committees.

Main aim of the project was to better staff services providing new services or functions to Members. Among these services are the House of European History, the Economic Governance Unit and the new Impact Assessment Directorate.

**SYSPER: THE NEW HUMAN RESOURCES MANAGEMENT IT APPLICATION FOR THE EUROPEAN PARLIAMENT**

**CONTENT**

• **Description and aim of the project**

The European Parliament is planning to adopt Sysper as its new Human Resources IT application. Sysper has been developed in-house by the Commission and it is in use, besides the Commission, in the Court of Justice, the Court of Auditors, the two Committees, the EEAS (European External Action Service) and a big number of Executive Agencies with total number of users of around 41,000. The Council (3,200 users) is planning to join as well.

• **State of the play**

At present, Streamline is the Parliament's HR Management IT Application. The project has been started in 2003, the application went into production in 2008 but some foreseen major developments, such as a direct connection between NAP (the payroll application) and Streamline have not been provided yet.

Sysper addresses the need for inter-institutional cooperation in the form of sharing and pooling human and technical resources in order to achieve savings and efficiency gains through economies of scale.

In that context, the resolution of the guidelines for the 2014 EP budget adopted on 6 February 2013 states that Parliament "urges the institutions to strengthen their mutual cooperation in view of sharing best practices where possible and justified and of identifying savings through pooling and sharing of human and technical resources, for example in information technology systems, translation, interpretation and..."
Furthermore, the Internal Auditor recommended developing inter-institutional cooperation for the management and control of certain personal allowances. The audit of the establishment of the payroll (critical action) underlined the need to improve the reliability of personal data records. The Internal Auditor proposed to establish a direct link between the NAP application calculating salaries and the personnel information system, not yet existing in Streamline.

Sysper includes this functionality, thus satisfying the recommendations made by the Internal Auditor and helping to reduce the associated risk at both institutional and inter-institutional levels.

- **Future milestones**

Parliament’s Directorate-General for Personnel is currently engaged in talks with the Commission regarding how Sysper would best accommodate Parliament’s specificity and needs. So far no progress has been observed. Against the initial proposals the Commission has changed its position in terms of price per user and the flexibility to adapt the system to specific Parliament’s needs (such as management of APAs).
Internal Cooperation

Strategy
CONTENT

The European Parliament has been building new capacities to support the political process and to improve the working environment for our Members. Some of those new investments have required important efforts of our staff towards resource efficiency. Through stronger cooperation we can derive the best from the important investments made.

To fully unlock the whole potential which has been created and to further improve the services provided to Members, one also has to improve cooperation across the different Directorates General which cannot work in isolation. Stronger horizontal across Directorates General leverages knowledge and best practices to the benefit of a better performance of the entire organisation.

This starts by establishing a common vision across DGs in line with Bureau’s decisions. Many efforts have been made towards this objective by establishing:

• Policy and Resource management teams;
• Inter-DGs Steering Groups;
• Away-Days;
• New formats of cooperation at managerial levels such as resource directors working together.

An Administrative Work Programme had been established, enabling Members and staff to get a better idea and overview of the different process and service improvements planned and implemented. It was the first programming document which brought together the different projects and change activities that Directorates General undertake or plan. The Administrative Work Programme and the Strategic Planning have created transparency across Directorates General and have paved the way for a state-of-the-art Project Portfolio Management.

The advantage is that such a process is inclusive, transparent and flexible. By using explicit programming, we know what is in the pipeline and what has been discussed in different DGs. We can discuss whether our projects necessarily fit to our overall strategy - and work on the alignment of projects with the strategy.
4 STRENGTHENING INTERNAL COOPERATION

DEPARTURE DEMANDS

- Legislative Project Teams
- Collocation of Teams
- Consultation on Office Layout
- Activity Based Working Space and Clean Desk Policy

DEPARTURES

- Aligned Publication Formats
- Mainstreaming Collaborative Tools
- Matrix Organisation

EXPECTED ARRIVALS

- Administrative Work Programme (AWP) and Parliamentary Project Portfolio (PPP)
- Inter-DG Steering Groups
- Visual Identity and Consistent Communication
- EP Think Tank Website
- IT Portfolio Management
- Paperless Parliament

ON HOLD

- 0
ARRIVED

- AWAY DAYS
- RESOURCE DIRECTORS TEAM
- ENLARGED POLICY MANAGEMENT TEAM
- ENLARGED RESOURCE MANAGEMENT TEAM

DERAILLED

LEGEND

NEW WORLD OF WORK (NWOW)

DEPARTED
EUROPARL
EUROPEAN COURT OF JUSTICE
COUNCIL
COMMISSION

ADMINISTRATIVE TRAIN 09.2014

4 STRENGTHENING INTERNAL COOPERATION
DEPARTURE DEMANDS

DEPARTURES

EXPECTED ARRIVALS

ON HOLD
ARRIVED

AWAY DAYS
RESOURCE DIRECTORS TEAM
ENLARGED POLICY MANAGEMENT TEAM
ENLARGED RESOURCE MANAGEMENT TEAM

STEERING COMMITTEE ON ICT INNOVATION
EMAS STEERING COMMITTEE
ADMINISTRATIVE WORK PROGRAMME (AMP) AND PARLIAMENTARY PROJECT PORTFOLIO (PPP)
INTER-DG STEERING GROUPS
VISUAL IDENTITY AND CONSISTENT COMMUNICATION

EP THINK TANK WEBSITE
IT PORTFOLIO MANAGEMENT
MATRIX ORGANISATION
CONSULTATION ON OFFICE LAYOUT

DERAILED

ACTIVITY BASED WORKING SPACE AND CLEAN DESK POLICY

LEGEND

NEW WORLD OF WORK (NWOW)

DEPARTED
EUROPEAN COURT OF JUSTICE
COUNCIL
COMMISSION
GLOSSARY

**DEPARTURE DEMANDS**
Projects requested or initiated by the Secretary General

**DEPARTURES**
Projects in their initial phase, freshly launched

**EXPECTED ARRIVALS**
Projects closed to be finalised

**ON HOLD**
Projects with the same status throughout 4 updates of the Strategic planning (from September 2014 till present)

**ARRIVED**
Projects fully realised; established and functioning processes

**DERAILLED**
Withdrawn proposals

**DISCLAIMER**

The content of this document is the sole responsibility of the authors and any opinions expressed therein do not necessarily represent the official position of the European Parliament.
CONTENT

• Description and aim

With the Lisbon Treaty, co-decision has become a standard practice in most committees.

Trilogues have developed which has resulted in a large number of first reading agreements. With the new responsibilities of Parliament and the shortened time to delivery, the communication of Parliament and its Members tends to focus more on policy issues at stake, legislative debates and legislative output then on general principles. This evolution is reinforced by the development of well-informed connected communities of citizens and NGOs interested by a specific issue. All those changes have ended into a more collaborative process between the colleagues of the various DGs working on the same legislative file. From there, the idea has developed that any legislative file could be identified as a project, with a de facto "project team" responsible to provide the best support possible to the rapporteur and the Members involved in the process. The name of the contributors to the different legislative project team could be made known, so that they could share, very likely through a digital community tool such as sharepoint, a common knowledge base throughout the process. The formalisation of project team around every legislative file would also contribute to provide "Members systematically and automatically with easy to read content rich analysis on all legislative proposals during all stages of the procedure"

• History and state of play

Service chains for policy management in the fields of economic policies, structural policies, citizen policies and foreign policies have already been established. They gather policy researchers, committee experts, lawyers, lawyer linguists, press officers, specially trained translators and interpreters, all specialised in one policy field. Legislative projects teams will be established within those different service chains as soon as the Commission Work Programme is published.

• Further milestones

Legislative project teams will be established automatically for each major legislative proposal, composed of officials from the relevant Directorates-General and backed by a coterminal collaborative workspace for that file using SharePoint or other collaborative workspace tools, with a view to ensuring effective coordination of support and the full sharing of information and documents to
underpin it, to help carry forward work on the file at each successive stage of the legislative cycle.

Once the Commission Work Programme has been made public, the ex-post impact assessment team can start assessing the foreseen amending legislation and get in touch with the relevant services. Once the proposal is presented by the Commission, the committee secretariat responsible for the policy matter will:

1. establish after consultation of the different entities within the relevant service chain a legislative project team for each of the files announced. The contributors from the different DGs will be named and gathered in digital community with access to all documents;
2. the legislative project team will share all information resulting from the EP’s own consultation

Once the committee has started to work on the legislative project or the legislative proposal, one may envisage asking the rapporteur on a specific file for an assessment of the service provided by the project team as a whole throughout the consultation and the legislative process.

**COLLOCATION OF TEAMS**

**CONTENT**

- **Description and aim**

Management theories have identified a large number of ways to increase cooperation between collaborators of different teams or structures mobilised around common projects. This is also in issue in the European Parliament in which different DGs with their own culture, expertise and managerial autonomy have to cooperate frequently on a large number of common files, projects and short-term assignments. Among different solutions to foster cooperation in a soft “matrix organisation” oriented towards customer satisfaction, the physical collocation of people involved or likely to be involved in the same common project(s) often appears a pragmatic one.

- **History and state of play**

Collocation of people frequently working on common project has not been implemented in the European Parliament. Colleagues are regrouped by DGs, job types, political groups and nationalities, not according to the service chain in which they are involved (all people dealing with economics for instance) functions, committees or delegations.

The availability of offices and the distribution between three work places also makes it difficult to allocate a specific and dedicated working space to colleagues whenever a specific project is launched or a small inter-DG task force created. Integral collocation of every project team is not an option in EP’s specific context.
The collocation of large teams frequently involved in common projects and sharing common methodology has nonetheless started to be implemented with the three DGs responsible for policy content moving together to a new building in summer 2014.

• Future milestones

The collocation of a large number of colleagues involved in service chains in the field of policy management is not to be ruled out, as a second step towards project team collocation. All experts involved could for instance share the space floor, with common spaces (thematic virtual library on economic policies) and common activities (policy hub on economic policies). Members of the respective committees might also find it easier to have a large number of their potential collaborators regrouped in the same place.

The move of a large number of teams dealing with policy issues to SQM (EPRS, IPOL, EXPO) has been a first milestone.

Further synergies are likely to develop with the DG COMM staff and a large number of research experts on legislative files soon moving together to the Martens Building. The move of once separate teams to the new KAD in Luxembourg also has the potential to improve vicinity and cooperation along teams dealing with resource functions.

At a later stage, the possibility of ‘geo-blogging’ could be considered to know who at the same time, close to you, is working on a similar file.

**CONTENT**

• Description and aim

An analysis of the range of publications produced by different services within the Parliament showed that over 50 different titles existed covering a broad range of research documents. Different administrative entities were producing i.a. Briefings, Briefing Notes, Briefing Papers, Ad-hoc Briefings, Plenary Briefings, Standard Briefings and Policy Briefings.

The Secretary General therefore requested a project to aim for simplification and consistency, so that both Members and the general public could have a clearer understanding of the available products. After consultation with the services concerned, the Secretary General decided that research publications should be classified as follows:

1. "At a Glance" notes up to two pages;
2. "Briefing", consisting of between three and eight pages;
3. "In-depth Analysis" of between nine and 32 pages;
4. "Study" of 32 pages or more
5. "Fact Sheets" of varying length.

• History and state of play

The new categorisation of publications was introduced by all three DGs concerned from 1 March 2014. An analysis conducted at the end of June showed that that it had been implemented fully and consistently in all but a handful of cases.

• Future milestones

In order to further increase the coherence in appearance of publications across different producing services, common layout templates for each category of publication are currently being being developed. These templates reinforce the common visual identity of the European Parliament, introduce a common legal disclaimer for all EP research publications and render the publications more user-friendly, for example by requiring the appearance of the author’s name (where it is an EP employee) on the cover.

The new, common publication formats will be introduced from the start of 2017 and subject to a 'user testing' phase before being finalised.

• Date foreseen for full implementation

First quarter of 2017.

PAPERLESS PARLIAMENT

NEW WORLD OF WORK (NWOW)

CONTENT

• Short description of the Project

Following a recommendation of the working group of Parliament’s Bureau and the Budgets Committee, the Bureau charged the Secretary General to evaluate different proposals to make organisational savings without reducing the quality of the work performed by the European Parliament when it decided on the Guidelines for the EP budget 2014. One of these proposals concerns extending paperless working practices in committee meetings on the basis of best practices and by making the fullest possible use of the new IT tools. The Bureau gave a mandate to the Secretary General to make suggestions on how to increase the use of the IT tools while at the same time reducing the budget for printing meeting documents as well as saving natural resources by reducing the use of paper.
Reduction of paper usage - recent initiatives

In total 91 million pages were printed by the European Parliament’s printing service in the last years, 33 million of which for committee meetings. On average 4.7 files are distributed per MEP, with the best practice at 1.65 files per Member for the ENVI committee and 6.8 in the CONT committee. The ENVI committee has taken the lead in the reduction of paper by making the minutes of its meetings available electronically only and by only giving printed files to the Members of the committee during meetings.

Implementing best practices

In line with the best practices of the ENVI/ITRE committee, with the availability of the e-Committee application and with the widespread availability of WiFi in the EP’s meeting rooms and the e-Meeting application fully operational it was decided to harmonise the ENVI approach and to distribute two printed files per MEP as a standard for all committees and to distribute the minutes of the committee meetings electronically through the e-Committee application. Furthermore all unused copies of the paper files in the committee meetings will be collected after each meeting for potential re-use. With two printed files per Member, 17.5 million pages can be saved, not printing the minutes of the committee meetings reduces the number of printed pages by a further one million pages. Since the ENVI committee does not distribute the minutes of its meetings on paper any more, the same will be implemented for the minutes of the plenary sessions which are already available electronically. This will further reduce the number of printed pages by 3 million. The reduced number of printed pages also leads to a reduction of posts. In the print shop the number of printing machine operators can be reduced by two posts, in the distribution of documents two posts can also be reduced as fewer documents have to be printed and distributed. The cost reduction for estimated 4 AST posts is €218,000 per year.

Implementing the best practices and making full use of the e-Committee and the e-Meeting application after the European elections in 2014 will generate savings of in a full year of implementation of 21.5 million pages of paper, amounting to cost savings of €648,000 per year. It will also help to reduce the carbon footprint of the European Parliament by 73 tonnes of CO2 per year and help to achieve the ambitious EMAS objectives of the European Parliament. The number of pages printed by the printing unit has decreased as follows:

In 2003 - 175.7 mln A4 pages printed
In 2007 - 140 mln A4 pages printed
In 2013 - 101 mln A4 pages printed
In 2015 - 39 mln A4 pages printed

Print anywhere:
Another initiative that shares the same principle of being smart about paper is the print anywhere strategy. The mobile printing service is part of this global strategy allowing customers to access the service from any device (desktop, tablet or smartphone).

A document can be sent for printing from any device to be picked up from any of the printers supporting the service. Once the EP badge is placed on the printer’s badge reader the document will be printed.

There are currently 94 printers enabled for the mobile printing service in the three places of work. While currently limited to MEPs, assistants and staff with an iPad provided by the European Parliament, the service will be rolled out to all EP staff.

**Reduction of individual printers**

The individual printers are being phased out and replaced by network printers. This is a phased approach of DG ITEC in cooperation with the DGs.

• **History and state of play**

Implementation since July 2014. At the end of 2014 on average across all committees the number of files was reduced to almost 2 printed files per Member.

• **Future milestones**

When it comes to Members, a technical solution is now available to introduce electronic signature for signing Parliamentary questions. This new system would have clear benefits. Members would be able to work more efficiently, the administration would be able to process Parliamentary questions faster and there would be a general further reduction of papers and printers. The new system for questions is to be rolled out in January 2017.

**MASTREAMEING COLLABORATIVE TOOLS**

**CONTENT**

• **Description and aim**

A collaborative tool provides centralised and flexible access to enterprise information and applications on the EP network. The aim of the project is to offer an on-line web tool in a familiar software environment that allows team members, among other, to manipulate content in lists & libraries, pages and sites; to copy, create, delete, or rename lists & libraries, pages, sites and web-parts; to view
• **History and state of play**

1. A governance structure for the deployment of collaborative tools has been set up, including its corresponding technical structure SPCoEx.
   - Governance mission:
     ° Establish clear decision making authority; clear process for new policies and features; clear escalation procedures so that policy violations are dealt with and conflicts are resolved on a timely basis;
     ° Ensure that the SharePoint strategy is aligned with business objectives so that it delivers business value;
     ° The SPCoEx bring together DG ITEC stakeholders of all services involved in SharePoint projects. It address the following topics: Technical recommendations to the SharePoint Governance Committee; Analysis and enhancement of SharePoint features and evolutions; Assessment of Business Cases and Requirements.

2. For rolling-out of the deployment of collaborative tool, DG ITEC has defined a platform of service based on:
   - Customized Collaboration space based on a detail expression of business needs implemented by a development team; 44 projects in production; 15 on-going projects;
   - Team space: collaborative space of which features and functionalities are predefined; 108 Team spaces delivered;
   - Individual (personal) space (including on/off-line facilities); 701 Individual spaces provisioned.

3. Following the note of the SG about the deployment of "SharePoint for Legislative Files" (GEDA D (2015)4988 - 26 March 2015) a meeting was called by EPRS the 29 April 15 for an initial exchange of view on their vision of the project scope. 3 phases were clearly identified to respect the prerogative of all DGs involved; preparatory, committee and plenary. EPRS provided a first set of documents (BC, BREQs). Despite various initiative, the business representative that would have allow launching the project found no agreement. During EPRS/ITEC bilateral exchange, the 19 February 2016, EPRS confirmed the project is postponed indefinitely.

• **Future milestones**

1. DG ITEC has set up the necessary conditions for a better integration of collaborative solutions with applications that are supporting administrative and parliamentary activities.
2. Team space will be provided to MEP to allow collaboration with their local Assistants.
CONTENT

• Short description of the Project

Away days are regularly organised at political and administrative level in the European Parliament.

At political level the Members of the Bureau together with the President, the Secretary General and all Directors General take part in the Away Days. The Away Days usually take place every two and a half years when a new President and a new Bureau has been elected. The topics discussed during the away days are grouped into separate sessions and relate to the work of the DGs. The future orientations of the buildings policy, ICT policy, but also on topics such as security, EMAS and green Parliament, communication and legislative issues are discussed.

At the administrative level the Secretary General together with all Directors General and all Directors discuss the future orientation of the work of the administration in order to provide better services to the Members. One representative of the Political Groups is also invited to participate.

• State of play of the project

1. On-going continuous action, the Away Days of the Bureau take place every two and a half years.
2. On-going continuous action, the Away Days of the Secretary General take place once a year.

RESOURCE DIRECTORS TEAM

CONTENT

• Short description of the Project

The Bureau adopted at its meeting on 19 April 2010 the proposal to create Resource Directorates in DG Presidency, DG Internal Policy, DG External Policy and DG Communication. The purpose of this decision was to professionalise resource management in the Policy DGs, to establish a uniform and compatible framework for management of resources and to offer staff a career in the European Parliament in this particular management field. The specialised knowledge of the staff of the Resource Directorates provides the experience the European Parliament needs in the area of financial management, human resources management and IT management.

Experience has shown that a harmonised structure for Resource Management and the concentration within one Directorate has facilitated dialogue among the respective experts and improved horizontal coordination and coordination between these Directorates in the areas of financial management, human resource management and IT. The exchange of best practices and the joint identification
of solutions for common problems has considerably professionalised the administrative management in the Policy Directorates General. Since the introduction of the Resource Directorates in the Policy Directorates General was a success, it was proposed to set up Resource Directorates also in DG Interpretation, DG Translation, DG Personnel, DG Infrastructure and Logistics and DG Innovation and Technological Support. It also allowed a streamlined horizontal cooperation between all the DG on topical issues related to finances, human resources and IT.

The Resource Directors Team meet on a monthly basis with the Director of Office of the Secretary General to discuss and prepare specific topics such as business analysts in each DG, the reform of the Financial Information System, e-procurement and e-tendering, the buildings policy, change management, the annual draft IT programme for the following year, the protection of personal data inside the European Parliament, new developments in EMAS, an exchange of views on the “Knowledge Management Programme”, a presentation and discussion on corporate projects such as FMS. The chairs of the inter-DG Steering groups also present their annual work programmes for the Inter DG Steering Groups on IT, Human resources and Finances. These meetings serve to leverage further knowledge and best practices across Directorates General among thematic experts and to bring up new ideas to improve processes, quality of management and client satisfaction.

• History and state of play

1. The project is on-going since beginning of 2012, meetings are held during each Strasbourg session.
2. Development of a collaborative working tool in October 2014 and implementation in February 2015.
3. Agendas and minutes of the Inter DG steering Groups are available in the collaborative workspace of the resource Management Team.

• Future milestones

Constantly on-going process.

ENLARGED POLICY MANAGEMENT TEAM

CONTENT

• Short description of the Project

To coordinate the work in the EP, the Secretary General regularly meets the top management of the “Policy Directorate Generals”. The objective of these meetings is for the Secretary General to brief top management of the policy DGs, which includes all Director Generals and Directors, on the latest developments which have taken place in the EP, the decisions taken by the governance organs of the European Parliament as well as to discuss topics of common interest.
Among such topics discussed were the implementation of the President’s Agenda and conclusions of the Away Days in La Hulpe on 26 and 27 January 2012, a discussion on the comparative studies EP-US Congress and EP-Deutscher Bundestag, presentations on mid-term building’s projects, the election campaign 2014, the new staff regulation, the One-Stop-Shop for Members, the European Parliament Research Service and the concept for New World of Work as well as an outlook of the important topics for the Secretariat General of the European Parliament.

- **History and state of play**

Regular meetings of the Secretary General and the Policy Management Team take place in Brussels.

- **Future milestones**

Continuous on-going activity.

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**ENLARGED RESOURCE MANAGEMENT TEAM**

**CONTENT**

- **Description and aim**

To coordinate the work in the EP, the Secretary General regularly meets the top management of the "Resource Directorates General" together with all Resource Directors. The objective of these meetings is for the Secretary General to brief top management on the latest developments which have taken place in the EP, the decisions taken by the governance organs of the European Parliament as well as to discuss topics of common interest.

Matters presented and debated in these meeting comprised i.e. a presentation on Risk management, the mid-term building's projects, the election campaign 2014, the new staff regulation, the One-Stop-Shop for Members, the European Parliament Research Service and the concept for New World of Work. This issue was presented by external experts responsible for NWoW in the European Investment Bank. In the beginning of each year an outlook of the important topics for the Secretariat General of the European Parliament for the following year is presented.

- **History and state of play**

Regular meetings of the Secretary General and the Resource Management Team take place in Luxembourg.
• Future milestones

Continuous on-going activity.

STEERING COMMITTEE ON ICT INNOVATION

CONTENT

• Description and aim

ICT governance in the European Parliament: In operational terms, ICT is a key to efficiency, improved service delivery and increased horizontal synergies between and across services. In budgetary terms, it necessarily requires vast financial resources across the board, which means that it cannot be treated as a purely sectorial question. Moreover, it is a sector in constant evolution, such that the full impact of adaptation and change is only fully visible and fully absorbed some years after introduction. As ICT is of increasing crucial and strategic importance to the functioning of all the services in the House, both governance and political oversight are now implemented in this area. As a first step, it was necessary to introduce a governance structure to develop, implement, coordinate and manage the future ICT innovation strategy. This approach has also been called for by the Budget and Budgetary Control Committee and is recommended by the Internal Auditor of Parliament as well as the European Court of Auditors.

To achieve this, the following governance structure has been introduced:

1. the establishment of a ‘Working Group for ICT Innovation Strategy’, comprising three Vice-Presidents, including the Vice-President responsible for ICT, will be responsible, at political level, for:
   2. ensuring that the ICT innovation strategy accords with Parliament’s priorities;
   3. monitoring progress on the implementation of the IT programme.

4. the setting up of a ‘Steering Committee for ICT Innovation’ chaired by the Secretary-General and comprising the Deputy Secretary-General, the Directors-General and the Jurisconsult and a representative of the political groups. This Steering Committee ensures, at the highest administrative level, convergence between the ICT innovation strategy and its practical implementation by prioritising the projects of the IT programme regarding centralised and decentralised IT projects.

After discussion of the proposal for the IT programme in the Inter-DG Steering Group on IT which is composed of representatives of the different Directorates General and one from the Political Groups, the proposal is referred to the Resource Directors and then to be finally discussed and adopted at the level of the Steering Committee.

• History and state of play
The ‘Steering Committee for ICT Innovation’ meets annually to review the implementation of the IT projects and to adopt the annual IT Programme which defines the IT projects to be completed in the following year.

- **Future milestones**

Continuous on-going activity for the ‘Steering Committee for ICT Innovation’.

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**EMAS STEERING COMMITTEE**

**CONTENT**

- **Short Description of the Project**

On 13 December 2005, the Bureau decided to establish within Parliament an Environmental Management System (EMS) in accordance with the EMAS Regulation 1221/2009. In December 2007, the European Parliament was awarded ISO 14001 certification, EMAS registration for the three sites followed shortly after. Currently, there are more than 4,000 organisations and approximately 7,000 sites are EMAS registered throughout Europe and worldwide. Among them are many multinational enterprises and smaller companies as well as public authorities. The European Commission, European Council, Committee of the Regions, European Economic and Social Committee, European Central Bank and a few EU-Agencies are EMAS-registered. The European Court of Auditors, European Court of Justice and several other EU-Agencies are currently preparing for EMAS-registration.

The framework of Parliament’s EMS is the "Environmental Policy 2016" and the "Environmental Manual" as adopted and revised by the Bureau and the Secretary-General. The EMS is based on a continuous improvement of Parliament’s environmental performance. The continuous improvement works in four phases (the annual PDCR cycle):

1. **Planning (Plan):** review of the state of play, definition of objectives and processes required, development of control and management procedures and processes, and identification of any relevant legal or other requirements (one of the main tools of the planning-phase: Action Plan);
2. **Implementation and Operation (Do):** implementation of measures envisaged to achieve the objectives of the planning;
3. **Checking (Check):** monitoring of the implementation and effectiveness of measures taken and assessment of results by internal and external audits;
4. **Management Review (Review):** revision of the management system to ensure its continuing suitability, adequacy and effectiveness, and assessing opportunities for improvement and the need for changes (main tool: Environmental Management Review).

The following Governance Structure has been set up to ensure a smooth running of Parliament’s EMS:
1. the Bureau of the European Parliament is responsible for adopting and revising the broad outlines of Parliament's EMS;
2. the Steering Committee for Environmental Management brings together the Secretary General and all Directors-General; it adopts the key documents of Parliament’s EMS, such as the annual Action Plan and the Environmental Management Review;
3. the Inter-DG Steering Group on Environmental Management is composed of representatives of the Secretary-General and of all Directorates-General, the so called Environmental Management Officers (EMOs); it discusses and prepares, together with the EMAS Unit, decisions to further improve Parliament’s environmental performance.

**State of Play of the Project**

Parliament’s EMS is performing well. Overall, the EMS at the European Parliament is in good condition. With regards to indicators and corresponding targets, the long term trend in carbon emissions has been positive, and, in general, most environmental indicators have improved since 2006. Based on the performance in 2015, the Parliament is on track to meet the 2016 targets in the areas of electricity consumption, gas, heating oil and district heating consumption, paper consumption, waste reduction and recycling, as well as the 2020 target on CO2 emissions reduction. The main current challenges are evident in the areas of water consumption and waste management, where increased efforts have been set in order to achieve the 2016 targets. An EMAS Mid-Term Strategy 2016 -2020 has been launched and is currently implemented. In parallel, 2016 saw a revision of the Environmental Manual, further strengthening and streamlining decision-making and collaboration processes within Parliament's administration, introducing i.a. an increased inclusion of the Resource Directors and the Top Management of Parliament’s administration. In 2015, a systematic approach to green public procurement (GPP) procedures was launched to implement ecological and health criteria in Parliament’s calls for tenders. In October 2015, the Bureau decided to extend Parliament’s CO2 offsetting scope to allow for an offsetting of the total amount of Parliament's carbon emissions, including emissions from flights by MEPs between their country of origin and Brussels and Strasbourg, allowing Parliament to become the first 100% carbon neutral EU Institution.

An external registration audit in June 2016 gave Parliament’s EMAS work high marks leading to a prolongation of its EMAS registration until December 2019 at the three places of work. In September 2016, Belgian authorities granted the “Entreprise Ecodynamique” award to the European Parliament.

**Planning of further milestones**

1. Develop and set new targets for key environmental performance indicators (KPI) for periods beyond 2016.
2. Implementation of Action Plan 2017 in a coordinated and efficient manner, covering in particular the GPP approach with the set-up of an inter-institutional GPP Helpdesk.
3. External audit in May/June 2017.

**Date foreseen for full implementation**

Non applicable.
CONTENT

• Description and aim

The Administrative Work Programme (AWP) introduced a systematic, planned approach to develop, implement and follow-up on the implementation of projects of the DGs. The length of the Administrative Work Programme was linked to the term of office of the President, namely 2½ years.

The AWP contains descriptions of each project as well as the persons responsible for the project implementation and a planning of the major milestones to be achieved by a specified date. A systematic follow-up of the projects is performed with the objective of monitoring the progress made with the implementation of the projects.

From June 2014 onwards the AWP was replaced by the Strategic Planning document and more detailed the Parliamentary Project Portfolio which is an improved version of the AWP.

The Parliamentary Project Portfolio regroups 117 projects from all Directorates-General in 8 thematic areas which are aligned to the following strategic objectives:

1. Completing the legislative cycle;
2. Building operational capacity;
3. Strengthening resource management;
4. Strengthening internal cooperation.

Together with the Strategic Execution Framework, the Parliamentary Project Portfolio was presented to the President and the Members of the Bureau during the Away Days on 1 and 2 October 2014 as a planning document for the Secretariat-General of the European Parliament.

The Parliamentary Project Portfolio is a "living" document and it is an essential tool for the organisational development of the Secretariat-General of the European Parliament and the Projects of the Parliamentary Project Portfolio will be updated on a regular basis.

• History and state of play
1. The first AWP was first launched in 2009 and 2010, the second AWP 2010-2012 the third AWP 2012-2014. The 2012-2014 AWP was finalised in June 2014.

2. The new planning tool for the 2014-2016 legislature is the Parliamentary Project Portfolio (PPP).

3. The first version of the Parliamentary Project Portfolio was presented in October 2014 with updates in March 2015, September 2015, September 2016 and December 2016.

• Future milestones

Regular updates of the PP are following.

• References and sources of information

Strategic Planning for the European Parliament:

INTER-DG STEERING GROUPS

CONTENT

• Description and aim

The current reorganisation of the EP administration aims at providing better service to Members by improving the direct service to Members and by improving service to staff who provide services to Members.

To this end, the horizontal cooperation across all DGs must be enhanced at all levels, in particular at the level of Directors-General, Directors and Heads of Units/Service. The Steering Groups primarily serve the purpose of a more effective communication and a regular exchange of best practices. In regular meetings the Inter-DG Steering Groups will improve the cooperation and the flow of information between the ‘Service-DG’ and the ‘Client-DGs’ or ‘Clients’. The members of the Inter-DG Steering Group on Personnel will, for example, work together on projects such as improving personnel matters, training, management tools or career development issues.

In February 2010 the concept of Inter DG Steering Groups was introduced and two Steering Groups were established: the Inter DG Steering Group dealing with Personnel and the Inter DG Steering Group dealing with IT. After a positive evaluation of the work of these two Inter DG Steering Groups an additional an Inter DG Steering Group dealing with Finances was created in July 2011. In 2013...
the Inter-DG Steering Group on EMAS was created based on the former network of EMAS correspondents.

These groups are composed of representatives of each DG, generally the Heads of Units of Personnel, IT and Finance are members of these groups. One representative of the Political Groups also participates.

Taking into account the considerable changes in the structure of the Secretariat General of the European Parliament which have taken place since the beginning of 2010 as well as the request of the Resource Directors, the mandate of the Inter-DG Steering Groups has been updated and adapted in January 2015 to better take into account the current working environment and governance structures in the Secretariat General of the European Parliament.

- History and state of play

Continuously on-going as the Inter DG Steering Groups meet on a regular basis

- Future milestones

Ongoing and systematic input to the meetings of the Resource Directors.

VISUAL IDENTITY AND CONSISTENT COMMUNICATION

CONTENT

- Description and aim

The development of the European Parliament's visual identity is part of a wider effort to develop an overarching Consistent Communication Strategy for the institution. This will play a vital role in reinforcing Parliament's recognition and building its reputation among the general public as well as Members and staff.

The visual identity of the European Parliament is comprised of two main elements:

- Logo usage: following the adoption of the new logo of the European Parliament in January 2015, a set of rules on logo usage for various European Parliament projects and services needed to be established. In the past various logos were generated by individual services within the Parliament for themselves or for particular events. This has diluted the strength of the European Parliament logo and created an unnecessary proliferation of logos. It resulted in an incoherent image of the Parliament externally and reinforced the 'silos' mentality internally.
- **Visual identity guidelines:** The Parliament’s previous visual identity dated back to the 1990s, at which point it was developed mainly with print communication in mind. It was thus outdated aesthetically, conceptually and in terms of usability. Whereas the new logo guidelines were complemented with basic visual identity guidelines for an interim period, a comprehensive set of new guidelines remained to be developed in accordance with the Consistent Communication Strategy.

• **History and state of play**

*Adoption of new European Parliament logo:* In January 2015, the Bureau approved a new logo for the Parliament and guidelines for its use. The logo was designed in-house (with the help of the EU Publications Office). In order to minimise costs, the Bureau decided to implement the new logo and visual identity gradually. An Inter-DG Steering Committee was established to oversee this process. A gradual roll-out of the new logo took place from April 2015 and was completed by the end of 2016.

*Development of a Consistent Communication Strategy:* In parallel to the above process, DG Communication has been developing a Consistent Communication Strategy, set out in a comprehensive set of guidelines. Among other elements, these also include rules on logo use and architecture (which EP project allow the use / development of logos other than the EP logo) and new visual identity guidelines.

• **Future milestones**

1. Release of consistent communication guidelines.
2. Translation of the new visual identity guidelines for online and AV use.

• **Date foreseen for full implementation**


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**EP THINK TANK WEBSITE**

**CONTENT**

• **Description and aim**

In September 2012, the Secretary-General proposed the creation of a new site on the Europarl domain to gather together all background analysis and research documents produced by different services within the Parliament in all phases of the legislative and policy cycle.
This new "think tank" site (www.europarl.europa.eu/thinktank) was developed with the intention that all intellectual production generated within Parliament should be readily available online to Members, stakeholders and citizens via a single easily browse-able site with a powerful search engine and a user-friendly facility for sharing documents.

As well as searching by key words, users can browse, inter alia, by policy area, by committee, publication type and by author. In addition, forthcoming parliamentary committee events or policy-based events organised by services within the EP are announced in the Events section and all documents from Committee Hearings and Workshops are available under past events. Links to selected organisations with which the Parliament cooperates in the field of research (such as the OECD and the European University Institute) are also available. The site homepage displays the ten most recent publications and the main events in the near future.

Since October 2016, some new features have enriched the site offering new format to improve readability on mobile devices (ePub) and multimedia products presenting these research documents in an attractive and friendly way (podcasts, videos).

• **State of play of the project**

The Think Tank site was developed in phases, the third of which went live on 1 September 2014. By the end of 2014, all documents produced since 1975 were available via the site, representing a total of 3800 documents. Today, the site includes 6500 documents.

• **Date foreseen for full implementation**

Completed end of 2014, although the site is subject to on-going improvement based on internal review, statistical analysis and user-feedback. Further development will be undertaken on a continuing basis to reflect evolving needs.

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**IT PORTFOLIO MANAGEMENT**

**CONTENT**

• **Description and aim**

The implementation of the Strategic Execution Framework puts a heavy emphasis on portfolio management. The project portfolio management is a priority based set of all programmes in an organisation reconciled to the resources available to accomplish them.

The European Parliament is currently in the process of implementing this approach in a pilot project, namely the development of the annual IT Programme for 2015. On the basis of the submission of projects by the DGs, the projects for implementation are selected by means of a criteria based scoring matrix.
Based on the results of this scoring matrix the projects are ranked with the projects with the highest score having the highest ranks. It is foreseen that based on the ranking of the projects the Steering Committee on ICT Innovation takes a decision on which IT projects will be selected for implementation in 2015.

A similar approach will be developed for the management of the Parliamentary Project Portfolio encompassing all transformational projects of the Secretariat General in one 'living' document, involving regular monitoring of implementation and update.

**History and state of play**

1. The IT Portfolio has been introduced in 2006 in the Directorate for IT of DG PERS and has permanently evolved each year with incremental changes to be established has the IT Programme in 2013 by the Steering Committee for ICT Innovation.
2. The development of the IT Programme using a scoring matrix has been launched in May 2014 when the DGs submitted their IT projects for implementation in 2015 in the Inter DG Steering Group on IT.
3. The budgetary impact of each project has been analysed by DG ITEC.
4. The criteria based scoring matrix has been developed to evaluate the projects.
5. The evaluation of the IT projects and prioritisation using the criteria based scoring matrix has been performed.
6. Based on the prioritisation of the projects the IT programmes 2015, 2016 and 2017 have been established and adopted during the meetings of the Steering Committee for ICT Innovation at the end of Q4 2014, 2015 and 2016.

**Future milestones**

Follow-up on the implementation of the projects of the annual IT programmes by the Steering Committee on ICT Innovation.

**MATRIX ORGANISATION**

**CONTENT**

**Description and aim**

The European Parliament is structured in functional DGs within which specific expertise is developed and transferred. This is a structure usual in public administration but also in private sector companies seeking for a maximum of professionalism and excellence. Nonetheless, there has been a growing understanding in the last decade that DGs cannot operate as separate silos. A strong and obvious continuum exists between activities for which different DGs are responsible for. Legislation is communication; research and linguistic services are not support functions but decisive elements of the legislative process in the European context; legal advice has to happen throughout and not just at the end... Those principles have been widely accepted. As a result cooperation between DGs has been pragmatically upgraded. From this achievement, it has been possible to envisage going one step further towards a soft matrix organisation to
systematise inter-DGs cooperation. The purpose is to improve services provided to the Members and reduce time to delivery. Many institutions and private sector companies follow the same path when it comes to their front office structures seeking customers' satisfaction which are organised according to strong matrix structures.

- **History and state of play**

The potential for integrated service chains has been established across DGs while respecting their autonomy with:

1. **5 service chains in policy management**, supporting Member's legislative activities: service chain for economic policies bringing together all colleagues involved in policy research, legislative process, legal support, communication, linguistic services working for Members on economic files; service chain for structural policies; service chain for citizens policies; service chain for budget policies; service chain for foreign policies.

2. **3 service chains in resource in resource management**, disseminating best practices and creating economies of scale involving colleagues of the different DGs directly involved in the management of Personnel, Finance and Informatics.

The service chains in resource management to jointly monitor a portfolio of related projects in order to avoid duplication, identify best practices and suppliers. In the preparation of the IT Programme followers and contributors to IT projects are identified. On the resource side Directorates General are cooperating in the areas of digitalisation of financial and budgetary procedures as well as e-tendering. The coordination of the activities takes place in the Resource Management Team meeting once a month during the Strasbourg week.

- **Future milestones**

The issue is now how to use this potential in our structure to make cooperation between DGs easier, simpler and more tangible for Members. How do we achieve this? The discussion is still going on within DGs and between them. Already some low-hanging fruits have been identified.

This is for instance the establishment of a digital community (potentially through collaborative tools) for every service chain in policy management, so that the exchange of information becomes systematic and automatic throughout the legislative/political process concerning one specific file. From impact assessment to the committee stage, from the lawyer linguists to the press people and those dealing with social media, everybody working on this same file permanently has the information which is generated on the file.
• Description and aim

The purpose of this consultation is to increase ownership by the DGs of their future working space as they move into new premises. This is a departure from the ‘one size fits all’ philosophy. Office layout has to be adjusted to actual teams’ specificity and expectations, as human resources, working tools, work load and seasonality differ between the DGs. The process allows DGs to adapt their working space to their own culture and to define their own environment. The directors general compile together demands and expectations, provide a first layout plan and negotiate with the Secretary General and those responsible for the finalisation of office space.

• History and state of play

The Bureau has supported the general motto of ‘mobility as a general working method’ for Members and staff. There is a growing understanding that part of the work will increasingly take place outside the office and by tele-conference and meetings. The report EP 2025 insisted on the need to update working methods to a new multi-tech evolution in which cloud computing, work with big data, open sourcing and new forms of reading and writing will become the rule.

In DGs, local demands for more social space, local libraries, state-of-the art meeting rooms, silent spaces... have emerged at the same time, as labour force becomes more diverse, mobile, eager to balance work and private life.

The re-localisation of a large part of staff to new buildings in Brussels and Luxembourg has provided a unique opportunity to accommodate better those grass-root demands and match them with the requirement of modern working space fit for the technologies of the 2020s. A pragmatic, decentralised and need-based approach has appeared as the best way towards to organise the new working spaces.

The directors general have been tasked to compile together demands and expectations, provide a first layout plan. Rounds of discussion have followed with the Secretary General and those responsible for the finalisation of office space.

The early result are working space with a more diverse layout, offering more social and meeting space and integrating from the start a high level of connectivity.

• Planning of further milestones

The Martens building has been used in 2015 as a first test for the new methodology with three DGs participating. The final outcome of the consultation on Martens building has been completely different from standard office layout. The solutions that are being designed for the future workplaces are based on the users’ needs and they include some specific tailor-made areas such as the Interpreter’s spaces and the common working areas for Media and Citizens Directorates of DG COMM.

During 2016-2017 same methodology will be used for the new KAD building in Luxembourg with a focus on innovation, DG’s...
ownership and constant adaptability.

ACTIVITY BASED WORKING SPACE AND CLEAN DESK POLICY

> NEW WORLD OF WORK (NWOW)

CONTENT

• Description and aim

The New world of Work programme identified the design of productive and flexible working environments as a key factor for changing the work patterns. The purpose of discussion on a new style of office lay-out is to end with the one size fits all’ practice in which only closed offices are provided. New office lay-out are to allow for a more diverse working environment facilitating informal cooperation, mobility and full use of the digital potential. A full clean desk policy in which individual offices do not remain empty during long periods of time (leave, recruitment, moves) could also generate substantial savings which could be reallocated to innovation.

• History and state of play

After discussion with the overall New World of Work concept by the Bureau working group on building, preliminary studies appeared necessary to assess in detail:

1. real users’ need and effective occupancy rate;
2. actual workflows and working methods prevailing in DGs, directorates and units which would first choose activity based working space, flexibility and potentially even clean desk policies;
3. analysis of ‘clients’ and new ‘needs’ related to the services provided by these DGs, directorates and units;
4. all IT-related needs in the office space and beyond (connectivity, potential for teleconference and teleworking).

The fitting-out of new premises for multiple purposes was expected to be in line with the findinds of the preliminary assessment studies and the debate at directorate and unit level on new patterns of working. This multi-purpose and flexible use of premises could then be applied to the design of individual workplaces, focus rooms, meeting rooms (formal, informal, for visitors...) but also to restaurants, lounges, zones for telephoning.

Issues such as acoustics, lighting, heating, furniture, visual markers could have been treated differently according to the different needs and purposes.

Silent creative zones, spaces for spontaneous interaction, relaxation zones and new common areas could have accompanied the introduction of a clean desk policy.
· Future milestones

After the beginning of some of the preliminary studies and early discussions within DGs and between DGs the project was stopped upon request of the President of the Europe Parliament, with the view of keeping an individually assigned office place for each official as the standard for every team and every DG, while allowing nonetheless a user consultation on the lay-out of the common parts of new office spaces soon to be made available in new buildings. The focus on paperless office, mobility as a general working method, voluntary colocation of teams working in the same field, were not challenged by the political decision.
NEW WORLD OF WORK (NWoW)

CONTENT

• Description and Aim

**HR Management**

The NWoW programme aims to redefine the working environment and the management approach to make best use of technology and human resources in order to deliver high-quality outcomes. The NWoW HR Management project is defining the new management framework to support the NWoW, including outcome-based management and assessment, and the management of teleworkers.

1. Help people make the most of the possibilities offered by NWoW
2. Support people to acquire new competences
3. Invest in managers
4. Management by results and teleworking

**Activity based working space configuration**

A key factor in creating the ideal organisation is the design of productive and flexible working environments which allow activity-based working, facilitate well-being and job satisfaction and support productivity, performance and informal communication and cooperation beyond boundaries.

In order to support the overall objectives of NWoW and in line with the norms and standards in force for office buildings and workspaces, in particular the health and safety regulations, the following aspects have to be taken into account:

• Architecture-related aspects;
• Fitting-out related aspects, which should include questions of technical equipment as well as interior design.

The architecture-related aspects concern the construction of the different zones of a building with a high degree of flexibility regarding
the use of spaces.

**Paperless office**

See specific note

**• History and state of play**

1. Global concept for NWoW developed from February 2014 to July 2014.
2. NWoW governance structures were set up in July 2014.
3. A Steering committee has been set up for the project. The Steering committee met for the first time in July 2014 and met regularly on a monthly basis.

**• Future milestones**

1. Equipping the new Konrad Adenauer and Wilfried Martens buildings with NWoW so that the buildings are ready for use in 2018.
2. Implementation of an occasional elementary test phase for one year has been put in place.
3. It will be necessary to upgrade the IT support tools to allow staff to work wherever and whenever they want and need.

**ADMINISTRATIVE FILE(S) INCLUDED**

- Collocation of teams
- Paperless Parliament
- Consultation on office layout
- Activity based working space and clean desk policy