

AUDIT “STAKEHOLDERS INVOLVEMENT IN THE PRODUCTION OF DELIVERABLES”

Main recommendations:

- As per IAS, “ENISA should systematically collect and analyse the stakeholders’ needs and expectations to integrate them in its strategy and work programmes. [...] The collection of feedback [from stakeholders] [...] should serve as input to the next work programme cycle [...]”
- IAS recommends that ENISA improves and clarifies its internal (project) processes and controls to ensure stakeholder involvement;
- The majority of the recommendations is already common ENISA practice but not (yet) formalized and or clarified in a process or procedure. Thus, ENISA needs to ‘catch up’.

For IAS “stakeholders” means “end users of the deliverables”.

ENISA’s response, led by HoD COD:

- Creation of Task Force including COD, RD and Accounting & Compliance Officer: clear message that this has priority.
- Active communication (formal and informal) between IAS and ENISA on ENISA’s proposed action plan to ensure that ENISA’s proposal is accepted.
- Activities to execute the proposed action plan took place from Q4 2018 to present. Currently in the final phase.

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The main improvements are:

- Stakeholders involvement increases on a structural basis in each project life cycle on development and on scope;
- ENISA improves its internal monitoring/reporting processes and systems;
- ENISA further defined the feedback mechanism for MB, PSG and NLO [*When the audit report came out, the CSA was still under discussion. The feedback mechanism is defined in the CSA*]
- ENISA improved its informal expert group policy
- ENISA improved its stakeholder management and mapping processes. This remains a constant effort.