



EUROPEAN COMMISSION

Brussels, 27 June 2011
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COMMISSION DECISION

of 27 June 2011

**Approving the 2011 Work Programme for the Trans-European Transport Network
Executive Agency**

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Approving the 2011 Work Programme for the Trans-European Transport Network Executive Agency

THE EUROPEAN COMMISSION,

Having regard to the Treaty on the Functioning of the European Union,

Having regard to Council Regulation (EC) N° 58/2003 of 19 December 2002¹ laying down the statute for executive agencies to be entrusted with certain tasks in the management of Community programmes, and in particular Article 9.2 thereof;

Having regard to Council Regulation (EC) 2236/1995 of 18 September 1995² laying down general rules for the granting of Community financial aid in the field of trans-European networks;

Having regard to Commission Decision 2007/60/EC³ of 26 October 2006 establishing the 'Trans-European Transport Network Executive Agency' pursuant to Council Regulation (EC) N° 58/2003;

Having regard to Regulation N° (EC) 680/2007⁴ of the European Parliament and of the Council of 20 June 2007 laying down the general rules for the granting of Community financial aid in the field of the trans-European transport and energy networks;

Having regard to Commission Decision C(2007) 5282 of 5 November 2007⁵, delegating powers to the Trans-European Transport Network Executive Agency with a view to the performance of tasks linked to the implementation of the Community action programme in the field of Transport, comprising in particular implementation of appropriations entered in the Community budget;

Whereas:

- (1) Article 9.2 of Regulation (EC) N° 58/2003 states that the Executive Agency should draft an annual Work Programme comprising detailed objectives and performance indicators.

¹ OJ L 11, 16.01.2003, p 1

² OJ No L 228, 23.9.1995, p.1, last amended by Regulation (EC) No 1159/2005 of 6 July 2005, OJ L 191, 22.7.2005, p.16.

³ OJ L 32, 6.2.2007, p.88. Last amended by Commission Decision 2008/593/EC of 11th July 2008 as regards the modification of the tasks and the period of operation of the Trans-European Transport Network Executive Agency. OJ L 190, 18.7.2008, p.35.

⁴ OJ L 162, 22.6.2007, p.1

⁵ Decision last amended by Decision No C (2008)5538 of 7 October 2008.

- (2) Article 9.2 of Regulation (EC) N° 58/2003 and Article 6 of Commission Decision C(2007)5282 state that the Executive Agency's Steering Committee shall adopt this Work Programme after approval by the Commission.
- (3) The Work Programme 2011 for the Trans-European Transport Network Executive Agency should therefore be approved by the Commission.

HAS DECIDED AS FOLLOWS:

Article 1

The 2011 Work Programme for the Trans-European Transport Network Executive Agency as set out in Annex I is approved.

Done at Brussels,

For the Commission

Member of the Commission

ANNEX I

**Trans-European Transport Network Executive Agency
Annual Work Programme 2011**

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1. MISSION STATEMENT

The Trans-European Transport Network Executive Agency's mission is to support the European Commission and TEN-T project managers and promoters, by ensuring the technical and financial management of the projects and the successful implementation of the TEN-T Programme.

The Trans-European Transport Network is a major element for economic growth and job creation in Europe because the existence of an integrated, technology-led and user-friendly transport system is regarded as a key factor for the competitiveness of the Union. The TEN-T is essential to facilitate the mobility of persons, goods and services and thus to the establishment of the internal market and the economic and social cohesion of the Union.

The importance of the accelerated implementation of strategic projects with high European added value to address critical bottlenecks and ensure effective access to the single market and international markets is part of the flagship initiative 'Resource Efficient Europe' in the EU2020 strategy.

Priorities for the development of the Trans-European Transport Network are in particular:

- the creation of infrastructure of high quality for all modes of transport, under economic conditions which ensure sustainable mobility of persons and goods in a sector without internal frontiers, under the best possible social and safety conditions, thus strengthening economic growth and social cohesion of the Union;
- promotion of intermodality and interoperability between the transport modes;
- to facilitate the optimum use of existing infrastructures;
- to connect without bottlenecks the major agglomerations and regions of the Union in order to facilitate access in general;
- to connect the Union network to the networks of the states of the European Free Trade Association (EFTA), the Central and Eastern European countries and the Mediterranean countries.

The TEN-T Programme therefore supports modern transport infrastructures, which enable people and goods to move between Member States faster and more easily, as well as adding to the overall competitiveness of the EU.

The Trans-European Transport Network Executive Agency aims to:

- ensure the efficient and transparent technical and financial management of projects and events co-financed under the TEN-T budget
- provide added-value knowledge, information and insight to the Commission in support of the TEN-T Programme's implementation, programming and publicity
- deliver expert technical support to project promoters
- offer high-quality administrative support, as requested by the Commission.

2. THIS YEAR'S CHALLENGES

- *A Personal message from the Executive Director TEN-T EA*

TEN-T EA was created by the Commission in order to manage European Union action in the field of TEN-T, by following the technical and financial management of the transport infrastructure projects financed under its TEN-T Programme. The Programme finances European projects in all transport modes and was created to establish a single multi-modal network that allows people and goods to circulate quickly and easily in a single European transport area. Such a network will create an infrastructure basis for the development of an integrated, greener and ultimately decarbonised European transport system.

The Commission has delegated to TEN-T EA the task of implementing the operational budget linked to the TEN-T Programme, under the supervision of our 'parent DG', DG MOVE. DG MOVE makes the political decisions regarding the TEN-T Programme and defines the policy, strategy, objectives and priorities. It is also responsible for supervising and monitoring our activities. Our responsibility is to turn the policy into action by implementing the Programme on behalf of the Commission; managing the entire lifecycle of the TEN-T projects; and executing the programme's specific tasks within our specified lifetime.

In its Annual Management Plan for 2011 DG MOVE has established two policy priorities for the TEN-T Programme:

- To facilitate mobility of persons and goods through the completion of TEN-T infrastructure
- To increase transport sustainability through the development and deployment of intelligent transport systems for all modes of transport, in particular on the Trans-European Transport Network

The two specific objectives of TEN-T EA for 2011 are therefore directly linked to these priority actions determined by DG MOVE, in the context of its delegated tasks for the management of TEN-T infrastructure projects. At the same time TEN-T EA will keep in mind the overall general objectives for TEN-T EA, which are linked to fulfilling its mandate, (see tasks under section 3 – General Objectives) and also take into account the overall policy orientation and priorities of the Commission, particularly in the field of transport.

- (1) To support the completion of TEN-T infrastructure by the effective and efficient technical and financial management of the TEN-T Programme and projects, putting in evidence the added value and expertise of the Agency.
- (2) To support in particular the development and deployment of Intelligent Transport infrastructure throughout the TEN-T.

The main challenges for 2011 will be to actively contribute to the priority areas of action identified by the Agency's parent DG, to continue to improve the technical and financial management of the TEN-T projects for all transport modes, and to fully demonstrate the added value of TEN-T EA in contributing to the effective implementation of the programme.

Dirk Beckers, *Executive Director*

3. GENERAL OBJECTIVES

The general and overall objectives of DG MOVE in relation to the Trans-European Transport Network concern the completion of the network in order to contribute to enhancing European competitiveness and cohesion. The Commission will continue to ensure that EU funding is concentrated on the 30 Priority Projects of common European interest, and in particular to focus the budget on projects with cross-border sections or bottlenecks, whilst favouring more environmentally-friendly transport modes.

The general objectives of the TEN-T EA are in line with the Commission's objective to complete the network and refer to the specific tasks delegated to the Agency by the Commission in the act setting up the Agency⁶ and the delegation act⁷, which gives powers to the Agency linked to the technical and financial implementation of the TEN-T Programme, and in particular implementation of appropriations entered in the Union budget for TEN-T. The Director of the TEN-T EA is responsible for implementing, as Authorising Officer by delegation, the appropriations entered in the following Union budget lines:

- 06 03 01 (completion of financial support for projects of common interest in the trans-European transport network).
- 06 03 03 (Financial support for projects of common interest in the trans-European transport network).

The Agency will contribute to improved effectiveness, simplification and flexibility at a lower cost; to the dedication of specialised and adequate staff resources for the management of TEN-T funds; to better coordination with other Union financing instruments; and to raising the visibility of Union action in the field of TEN-T.

Within the guidelines set by the Commission, the Agency performs in particular the following management tasks:

- (a) assistance to the Commission during the programming and selection phases of projects of common interest under the budget for the trans-European transport network;
- (b) management of the monitoring phase of the financial aid granted to such projects, as well as carrying out the necessary checks to that end, including on the spot checks;
- (c) negotiation and preparation of the relevant decisions and their amendments, keeping the Commission closely informed;
- (d) coordination with other Union financial instruments on a project by project basis, to ensure the coordination of the granting of financial aid, for all projects of common interest which also receive funding under the Structural Funds, the Cohesion Fund and from the European Investment Bank. Promotion of

⁶ OJ L 32, 6.2.2007, p. 88. Commission Decision C(2006) 5034 of 26th October 2006, establishing the Trans-European Transport Network Executive Agency pursuant to Council Regulation (EC) No 58/2003. Last amended by 2008/593/EC, of 11 July 2008.

⁷ Commission Decision C(2007) 5282 of 5th November 2007, Last amended by C(2008)5538

synergies with other Union Programmes, the Member States, international organisations and Joint Undertakings;

- (e) technical assistance to project promoters regarding the financial engineering for projects and the development of common evaluation methods;
- (f) adoption of the budget implementation instruments for revenue and expenditure and implementation, where the Commission has delegated responsibility to the Agency, of all operations required for the management of Union actions in the field of the trans-European transport network;
- (g) collection, analysis and transmission to the Commission of all information required by the Commission for the implementation of the trans-European transport network, in particular carrying out studies and evaluations such as annual and/or mid-term evaluation of the implementation of the TEN-T programmes including necessary follow-up measures after prior agreement by the Commission;
- (h) accompanying measures to contribute to the efficiency and effectiveness of the TEN-T programme in order to maximise its European added value, including promotion of the TEN-T programme to all parties concerned and the improvement of its visibility to the general public, in the Member States and bordering third countries. Such measures should encompass targeted awareness raising and promotion campaigns, including the organisation of TEN-T days, workshops and conferences, the publication of results and best practice, including the use of the electronic media for the preparation of press releases, guidance to potential applicants, brochures on success stories and annual reports, and the participation of representatives of the agency and/or the Commission at relevant events, such as the inauguration of transport infrastructure;
- (i) assisting in the preparation of inter-service consultations within the Commission;
- (j) contributing to the evaluation of the impact of the programme and to monitoring the actual effect of the measures on the market;
- (k) preparing recommendations to the Commission on the implementation of the programme and its future development;
- (l) any technical and administrative support requested by the Commission.

The Agency is responsible for adopting budget implementation instruments covering revenue and expenditure within the meaning of the general Financial Regulation. In this connection, on the basis of powers delegated by the Commission and as programmed by the Commission, it carries out all operations necessary for implementing the parts of the TEN-T Programme entrusted to it, and in particular those connected with the award of contracts and grants.

The Agency manages the Commission Decisions adopted by the Commission on the basis of the TEN Regulation and the TEN Regulation 2007-2013; in this context the Agency is in particular tasked by the Commission with the following operations to implement and monitor decisions:

- (a) The technical and financial analysis of all reports on the implementation of supported projects;
- (b) On-the spot controls;
- (c) The provision of administrative support/technical assistance to project promoters on all matters related to Community procedures;
- (d) If necessary, the preparation of draft Commission decisions modifying decisions granting aid, as well as the provision of administrative support for the preparation and conduct of inter-service consultation. In the case of substantial changes, administrative support will also be provided for the consultation of the TEN Financial Assistance Committee;
- (e) The preparation, implementation and follow-up of ex-post audits;
- (f) Execution of advance payments;
- (g) On the basis of an evaluation of the corresponding technical and financial reports, the Agency will execute intermediate and final payments;

The Agency concludes in its own name the acts connected with the tasks it is assigned.

4. SPECIFIC OBJECTIVES FOR OPERATIONAL ACTIVITIES

4.1. *To support the completion of TEN-T infrastructure by the effective and efficient technical and financial management of the TEN-T Programme and projects, putting in evidence the added value and expertise of the Agency*

The Agency will support the Commission in its priority to ensure the mobility of people and goods by the creation of transport infrastructure, by continuing to improve the quality of the implementation of infrastructure policy and by working towards a more timely completion of the TEN-T network; in particular the 30 Priority Projects. It will contribute to this objective by carrying out the following actions:

4.1.1. *To plan, implement, monitor and report on the spending of financial resources in a way that is conducive to sound financial management throughout the Agency's activities.*

The Agency has planned and defined objectives in its 2011 Work Programme related to Financial Management which can be monitored via verifiable performance indicators. These are related to the following criteria:

- **The time taken to pay:**

The Agency will continue to build on the expertise of its own staff and foster the already existing culture of service, continuous development and improvement. In addition strong efforts will be made to remain close to the Beneficiaries, in a continued effort to work on improving mutual understanding and expectations, and to share good practices in view of fine-tuning the necessary procedures.

The Agency will use the conclusions and recommendations from the 'Good Practice Workshop', organised at the end of 2010, in order to identify financial and project management practices that can be simplified and improved. These improvements will be aimed at optimising the financial management of the projects, and will focus on improving the time taken to pay, whilst at the same time providing reasonable assurance on the legality and regularity of the expenditure.

The Agency's targets for payment are within the deadlines set in Commission Communication SEC (2009) 477 of 8 April 2009 (pre-financing payments within 20 days and interim/final payments within 30 days.)

- **The percentage of budget execution:**

The Agency's target will be 100% budget execution for both commitments and payments compared to final budget appropriations (for the operational appropriations), and 99% of budget execution for commitments compared to initial budget appropriations (for the administrative appropriations).

The Agency will continue to streamline its working methods in order to manage and implement its budget appropriations in accordance with the principles of economy (resources used in the pursuit of an activity are made available in due time, in appropriate quantity and quality and at the best price), efficiency (the best

relationship between resources is employed and results achieved) and effectiveness (attaining the specific objectives set and the intended results.)

The Agency will continue to work on the creation of an integrated IT environment for the financial and operational management of the projects managed by the Agency. It will also ensure that there is an adequate monitoring system to maximise the rate of execution of both the Operational and Administrative budgets. This monitoring will pay particular attention to the projects from the 2000-2006 TEN-T Programme, in order to contribute to their closure on time. The monitoring will ensure a timely examination of requests for payment, the execution of payments, and the close follow-up of commitments and decommitments, and will enable accurate reporting on the use of the Agency's financial resources.

- **The error rate in financial transactions:**

Ex ante and ex post evaluations will be carried out by the Agency. The External Audit function will ensure an efficient implementation of its work programme through the planning, managing and timely reporting of audit results on the use of Union funding by TEN-T beneficiaries. Audit findings will be used effectively to the benefit of sound financial management. An audit will be made of a minimum of 20% of final payments made in 2010 in order to provide the (sub) Delegated Authorising Officer with a reasonable assurance of the eligibility and reliability of expenditure.

The External Audit function will continue to contribute to the improvement of financial management tools and practices of the Agency by sharing expertise and building on experience from past audits. The Agency will also continue to promote and prioritise training on the avoidance of conflict of interests, fraud prevention and the reporting of irregularities.

4.1.2. *Promoting the need to accelerate project implementation amongst the Member States, and improving technical assessment and follow-up*

This will be achieved by the actions described below.

4.1.2.1. Implementing all projects with particular emphasis on the Priority Projects;

The Agency will continue the close monitoring of the Multi-Annual Programme (MAP) projects, to ensure that the overall objectives are met. Particular emphasis will be given in 2011 to assessing whether the revised planning of projects subject to the MAP Project Portfolio Review is being respected and whether any specific conditions requested during the review process have been met. In the event of further delays, or non-respect of special conditions, the Agency will estimate and recommend to the Commission what level of additional modifications or reductions in Union support will be required.

Following the Decision of the Commission on the action to be taken based on the Review, the Agency will modify the funding Decisions where necessary in order to take account of reductions in scope, reductions in EC contribution and extended timescales.

Based on the Action Status Report received from the beneficiaries, in May or June each year the Agency will provide a detailed report to the European Co-ordinators on the status of the projects relating to their specific Priority Projects.

- 4.1.2.2. Timely preparation of the individual 2010 project Decisions arising from the 2010 Call for Proposals, as a function of the adoption of the Global Financing Decision⁸;

The four Decisions arising from the Functional Airspace Blocks (FAB) 2010 Call are expected to be adopted and notified by Spring 2011.

The proposals selected from the Annual, Motorways of the Sea (MoS) and River Information Services (RIS) 2010 Calls were the subject of proposals to the Financial Assistance Committee and the European Parliament in December 2010. The Global Financing Decision was adopted in late February 2011. Individual Decision preparation and adoption is expected to take approximately 3 months (i.e. by May/June 2011).

- 4.1.2.3. Ensuring technical monitoring of projects, e.g. Action Status Report (ASR) and Strategic Action Plan (SAP) analysis, site visits, and technical assessments and approvals;

All projects will be submitting their ASR by the end of March 2011, and analysis of actual performance against planned performance will be carried out by the Agency project staff in April/May. For Annual projects, this information will be used for general monitoring of progress and identifying whether there are serious discrepancies that would require closer monitoring or rectification actions. For Multi-Annual (MAP) projects, in addition to the monitoring of progress, the information provided will also be used to establish the next slice of Union funding to be allocated. Where the data so indicates, project promoters will also be requested to submit an interim cost claim to clear the pre-financing payments already awarded and respect the limit of 3 open commitments.

For the project EasyWay II, the SAP will be due in April 2011, for the new 2010 FAB projects, the SAPs will be due in May or June 2011 and for the rest of the 2010 Calls, around September 2011. The SAPs provide a level of detail that goes beyond the funding Decision and are the basis for monitoring project progress against plan.

In order to allow programme level monitoring, the data from the ASRs should be included in the TENtec database.

It is planned that all projects should be subject to an on-site visit at least once every 2 years. Projects that have not been visited in 2010 will therefore be visited in 2011. For projects where implementation difficulties have been identified, or where outputs are of particular relevance for DG MOVE policies, on-site visits and project monitoring will be more frequent.

⁸ Individual project decisions may not be taken until the underlying Framework Decision has been adopted by the Commission.

At the end of all works projects, either before or at the time of the submission of the final technical report and cost claim, an on-site visit will be carried out to physically verify completion. For studies, a meeting would normally be held, either on-site or at the offices of the Agency.

- 4.1.2.4. Increasing the Agency's in-house public procurement and environmental expertise (in co-operation with DG ENV) in view of providing technical assistance to Member States, particularly prior to the submission of project proposals and before implementation;

A significant element of the delay to project implementation identified during the MAP Review was the difficulties associated with compliance with EU environmental legislation. To assist beneficiaries in maintaining their planning, the in-house expertise of Agency staff in this domain will be reinforced. Guidelines will be established and training provided in collaboration with DG ENV. In addition, during the course of 2010, the audit process established a number of difficulties relating to compliance with EU public procurement rules. To properly control this tendency, the Agency will reinforce staff knowledge of procurement rules and will be pro-active in ensuring compliance with the rules from the beginning of the projects. The appropriate training and guidance will be provided by the Agency's Legal Team in collaboration with relevant Commission services. The guidelines and courses provided will enable Agency staff to better understand the key principles of public procurement and environmental law and they will consequently be in a position to check the compliance of TEN-T projects with EU legislation and if needed to provide technical support to the beneficiaries in these areas.

- 4.1.2.5. Developing a common set of practices to improve the comparative framework for project proposals during the evaluation and selection process

With a view to ensuring further equality in the treatment of proposals submitted and evaluated under the TEN-T programme, it is important to develop a common set of practices to improve the comparative framework for project proposals during the evaluation and selection process. This exercise will be finalised during the first semester of 2011 on the basis of the outcomes/recommendations of the 2010 call 'lessons learned' and in view of the preparation of the 2011 Call for Proposals. Under this framework it is expected to improve the existing assessment forms as well as to better define and adapt if necessary the award criteria to the call needs.

- 4.1.3. *To closely supervise the implementation of the TEN-T Programme by:*

- 4.1.3.1. Following up the Multi-Annual Programme (MAP) Review, in collaboration with DG MOVE, in order to assess *the effectiveness of the Multi Annual Programme* in granting financial aid from the TEN-T budget and to make recommendations that contribute at policy and programme level.

The assessment of the performance of the projects concerned by the MAP Project Portfolio review has been completed and the consequences for the projects presented in a final report to the Council and Parliament at the end of October 2010. The report provides a list of recommendations and an analysis at project and project portfolio level as well as TEN-T Programme and policy level.

A significant amount of budget will be 'decommitted' from the projects and reallocated to the Programme. The final amount is still to be decided, but is expected to be around 300M€ The Agency will prepare amendments to the funding Decisions for the projects concerned at the end of 2010 or early in 2011. On-going monitoring of performance of the concerned projects by the Agency during 2011 and 2012 will establish whether further reductions in EU support will be required.

The follow-up of this exercise will take place at the end of 2010 and during 2011, and the following related actions will then be implemented by the Agency during 2011:

- Re-injection of the funds liberated from the MAP review to new work programmes and calls in 2011, 2012 and 2013. The Agency will support DG MOVE in its decisions for re-programming available TEN-T funds until the end of the current financial period, as well as in the definition and drafting of the 2011 work programmes. The Agency will be also responsible for the preparation and the launching of the 2011 calls, for the organisation of the external evaluation of the submitted proposals, and the preparation of the internal evaluation;
- Negotiations with the beneficiaries and preparation of all project amendments foreseen on the basis of the MAP project classification (for projects cancelled or reduced in the scope or projects with a conditional extension in 2014 and 2015);

4.1.3.2. Contributing to the discussions on the development of the future TEN-T Programme and policy revision, and the preparations for the next Multi-Annual Financial Framework, (Financial Perspective 2014-2018).

The Agency participated in the discussions on TEN-T policy revision which took place during 2010, and will continue to provide project related input and expertise during the course of 2011. Particular emphasis will be on providing statistical data on technical and financial progress of the Programme.

The Agency will prepare a consolidated input for the Commission presenting its recommendations for the TEN-T Policy and Programme review. Specifically, and at the request of DG MOVE, the Agency will prepare a report entitled 'Assessment of TEN-T Programme Implementation- Input to TEN-T revision'. This report was under preparation in 2010 and will be an important contribution for DG MOVE during the first semester of 2011.

The Agency will continue to actively participate in DG MOVE's regular coordination meetings on the TEN-T policy review. In this context, it will provide technical support for the preparation of the revised TEN-T Guidelines and the related impact assessment as well as to the new Financial Perspectives. This will include the required services for spatial and statistical analysis, e.g. GIS services and statistical reports on the basis of data gathered from project monitoring. Other support may include, for example, studies on specific topics (e.g. Unit Cost exercise).

- 4.1.3.3. Co-ordinating the annual review of the projects given conditional extensions under the mid term review of the 2007-2013 Multi-Annual Programme (MAP Review).

In order to achieve this objective, a monitoring mechanism will be defined and established by the Agency to monitor the implementation of the conditions foreseen for each of the MAP projects.

- 4.1.3.4. Examining the implementation of the European Economic Recovery Plan (EERP) projects, to ensure the fulfilment of the necessary criteria e.g. 'bulk' rule.

The EERP Call had the objective of introducing a 'stimulating effect' into the European economy by favouring projects that would spend significant amounts of funds in 2009/2010. Consequently, the selected projects were subject to a 'bulk rule' that required at least 50% of the EU support to be incurred before the end of 2010. On the basis of the 2011 annual ASR exercise, the Agency will conduct a review of the technical and financial implementation of projects financed under the 2009 EERP Call for Proposals ('EERP Review') and assess the degree of compliance with the 'bulk rule'.

- 4.1.3.5. Providing up-to-date statistical information and reporting to the Commission and other stakeholders/beneficiaries on all aspects of Programme and project implementation.

A key element for the achievement of this objective will also be the provision of up-to-date reporting, statistical information and specialised maps to the Commission and other stakeholders or beneficiaries of the TEN-T Programme on all aspects of the Programme and project implementation, from the number and characteristics of proposals submitted for the TEN-T Calls for Proposals to the progress on the implementation of the TEN-T Priority Projects.

- 4.1.4. *To contribute to the development by the Commission of an EU funding strategy for investment in transport infrastructure*

- 4.1.4.1. Co-ordinating with other EU financial instruments and providing technical assistance on the financial engineering of projects, in particular Public Private Partnerships (PPPs); and participating in the mobilisation of EU financial instruments (Structural Funds, Framework Programme, TEN-T, EIB) to pull together EU, national and private funding.

The Agency will work towards identifying improvements to existing EU financial instruments as well as the development of new ones. It will also participate in Commission-wide working groups to identify cross-cutting instruments, as invited. This work strand extends to the preparations for the new financial perspective as well as continuing to improve the effectiveness of the current financing instruments.

The Agency will prepare a viable project pipeline beginning with the management of projects selected under Priority 3 of the 2010 Annual Call, 'Support for PPPs.' In this context it will develop a database of PPPs, and projects with a profile suitable for PPPs in order to identify project pipeline candidates.

The Agency will expand the use of infrastructure specific news services within its organisation in order to provide Agency staff with up-to-date information on PPP developments concerning the Global Projects receiving TEN-T funds as well as infrastructure financing trends. The information from these news services will form part of the input for the database of PPPs.

The 2011 financial agreement with the European PPP Expertise Centre (EPEC) will be finalised, and the Agency will monitor its implementation, which will include further collaboration between TEN-T EA and EPEC.

- 4.1.4.2. Ensuring regular contacts with other DG's services and Institutions concerned in one way or another with the financing of transport infrastructure, e.g. DG REGIO, DG ENV, DG ECFIN, DG MARKT, EIB, EPEC, JASPERS – and developing a more structured approach and clarification of roles. Reinforcement of relations, in particular with the EIB, in the framework of the wider Commission co-operation.

It is important in 2011 for the Agency to develop more collaborative working relationships in general with other DGs, services and Institutions, and in particular on such topics as the development of private sector participation, project screening and project preparation as well as data collection and the analysis of unit costs.

In 2010 the Agency established direct contacts with the EIB from both its project management and finance departments and also with EPEC. In 2011 the Agency will extend and reinforce its relations with the EIB in the framework of wider Commission co-operation. This will be at project level as relations at programme level will remain the responsibility of the Commission⁹. The possibility of amending the existing EIB/Commission Memorandum of Understanding will be explored.

- 4.1.4.3. Monitoring the sound use of the Loan Guarantee Instrument for TEN-T projects (LGTT), and following up the use of TEN-T funds contributed to the 2020 European Fund for Energy, Climate Change and Infrastructure, (Marguerite).

The Agency will review all official reports received from the EIB on the use of LGTT including but not limited to eligibility fact sheets, operational reports, pre-signature project information and investment fund management. The Agency will work together with the EIB to identify pipeline projects and will promote the use of LGTT as a financing instrument where appropriate. Similarly with the Marguerite Fund, the Agency will monitor the use of TEN-T funds through receipt of regular reporting including submission of eligibility checklists.

- 4.1.4.4. Performing concrete actions to provide technical advice to beneficiaries on financial engineering: (e.g. organisation of a further seminar/conference – co-organise seminar with DG MOVE in spring 2011; brochure; guidelines; section on internet)

Work will continue to develop methodologies for screening the PPP potential of projects. Technical advice will be delivered primarily through seminars and workshops or on an ad hoc basis as requested. This work strand will also be developed as part of the collaboration with EPEC.

⁹ See Commission Decision 2008/593/EC of 11 July 2008, Art 1, Para 2, Point 1

4.1.5. *Increasing the visibility of both the TEN-T Programme and the TEN-T Executive Agency amongst partners, stakeholders and the general public, and increasing awareness of the value that TEN-T implementation adds for Europe*

In 2011, the Agency will update its existing External Communication Strategy to better reflect Vice-President Kallas' top priorities and its own realistic operational aims. On the basis of the strategy direction, and its realisation through the corresponding annual work plan with the cooperation of DG MOVE, the Agency's information and communication efforts will focus on raising the visibility of both the TEN-T Programme and the role of the Agency, and on increasing awareness of the benefits of TEN-T implementation. The three main objectives of the Strategy remain as follows:

- To promote the importance, relevance, and benefits of the EU's TEN-T Programme and its projects - namely how its implementation and successful project results contribute to an efficient and sustainable EU transport system and a stronger European economy.

Within this framework, a very important priority for the Agency in 2011 will be to undertake proactive media activities in cooperation with DG MOVE and the Spokesperson's service. By using the Commission's media contacts and dissemination structures, the Agency aims to promote and publicise key TEN-T project progress, results and success stories linked to implementation, thus supporting and highlighting the significance of the TEN-T Programme in achieving its political aims. Specific means of fulfilling this priority include press releases, memos and follow-up inclusion in the EC's daily press briefings, as well as updates of publications supplying key facts and figures ('Agency in Numbers'). The realisation of a new video and publication in cooperation with DG MOVE will focus on TEN-T success stories and show how the realisation of the TEN-T projects ultimately benefits the everyday lives of EU citizens.

The use of a specialised transport media database in cooperation with DG MOVE will also ensure that the transport community is aware of the TEN-T Programme and its successes. Through closer links with beneficiaries and the use of new IT tools to collect relevant statistics, the abovementioned press materials can be channelled to the European, national and regional stakeholders, the transport community, specialised press as multipliers and eventually, the general public.

Together with DG MOVE, the Agency will participate in key external events and investigate additional possibilities for cooperation, partnership or promotion. The 2011 'TEN-T Days' Event will be an example of this type of cooperative dissemination. In addition, a proactive approach will be taken to participate and promote the Agency and TEN-T successes at related external meetings and events, furthering the positive experiences of 2010.

The Agency will also support DG MOVE in the layout and production of TEN-T related publications, enforcing the links between policy and implementation.

- To ensure that the role of the Agency and how it relates to its 'clients' is understood and recognised by the key stakeholders and to build the reputation of the Agency as a dynamic, helpful and relevant actor in the TEN-T programme.

The Agency will increase measures to have more visibility on the ground in terms of the project results and added value of the Agency. It will once again organise a TEN-T project management workshop early in 2011 which will focus on: A presentation of the MAP Project Portfolio Review; the review of the 2009 EERP projects; feedback from the 2010 Calls for Proposals; the future call strategy and work programmes; ITS projects and priorities; and the results and conclusions of the Agency's 'Good Practice Workshop on Financial and Project Management.' The use of the Internet as a dissemination tool will continue to be increased and more publications will be produced (e.g. an annual report type of publication summarising the Agency's first two years of operations specifically for beneficiaries and stakeholders on the management of the TEN-T Programme). Information will be communicated via the website concerning the sources of funding available to beneficiaries. The Agency will ensure the continued regular updates of the project fiches and add new ones. A detailed timeline and regularly up-dated 'state of play' will be published on the Internet during the Calls for Proposals.

The Agency will continue to actively collaborate with the Commission's European Coordinators in order to promote the implementation of the TEN-T priority projects. In particular the Agency will prepare and present to each Co-ordinator an overview of the state of play of their Priority Projects(s). This will start with a pilot scheme for two Co-ordinators, and on the basis of the experience gained and feedback received, the remaining reports will be completed. If this type of reporting is considered useful and successful, it could in the future be extended to providing overview reports per country for the Member States.

The Agency's communications efforts are key to serving the specific interests of the TEN-T beneficiaries by providing them with relevant, value-added products and tools. The mainstay of fulfilling this objective will be the organisation of the 2011 TEN-T Project Management Workshop which is an annual event and has proved to be an effective means for the Agency and its beneficiaries to discuss common issues relevant to successful cooperation. Feedback garnered from this event has already been taken on board to evaluate and improve working methods and procedures. Other communications activities aimed at beneficiaries include the quarterly eNewsletter and the TEN-T EA website, which serves as the kingpin of all external dissemination efforts. As the resource for providing up-to-date information on the projects, calls, procedures and best practices, the website will continue to be enhanced through the addition of value-added information, such as a global update of the information pages (or 'fiches' on the current status of Agency-managed projects), as well as specialised maps and statistics.

- To help the secondary audience understand what the TEN-T programme is and how the EU's support of transport infrastructure can ultimately benefit its daily lives.

Through an increased focus on press activities, the Agency aims to reach in particular all EU citizens. Targeting localised press with news and information on

project successes and progress will help to raise the profile of TEN-T to this audience.

Evaluation and follow-up of the Agency's communication actions are essential to the implementation of this objective. The evaluation methods will include both quantitative and qualitative analysis in order to verify that the actions address the needs of the key target groups and that messages are delivered efficiently and effectively.

4.1.6. *To optimise the Agency's added value to the TEN-T Programme by ensuring that its operations and human resources are maximised by:*

4.1.6.1. Efficiently implementing the IT strategy of the Agency, as well as any necessary tools and infrastructure, within an integrated IT environment aligned with the Agency's core business (the financial and technical management of TEN-T projects) and ensuring its compatibility and integration with DG MOVE's IT environment and tools, to be defined in the overall IT strategy of the TEN-T Programme..

This will lead to the establishment of the TEN-T Executive Agency Management Information System (MIS) consolidating and harmonizing all IT functionalities in support of the Agency's core business (financial and technical management.)

More specifically, in 2011 it is envisaged that following the approval of the IT Strategic Plan, the 2011 'Schema Directeur' will be prepared which will include in more detail the short/medium-term actions proposed by the IT Strategic Plan. The IT Strategy's Roadmap proposes a series of mid term (2011-2012) actions for the implementation of the MIS. The proposed actions for 2011 are as follows:

- Architectural design of the TEN-T EA MIS
- Comprehensive Agency User Needs Assessment (ICT + GIS)
- Contribution to the DG MOVE TEN-T Programme IT strategy and revision of the IT development collaboration framework between TEN-T EA/DG MOVE
- Increasing the efficiency of the IT Sector through:
 - Establishment of a comprehensive documentation framework in MS SharePoint
 - Drafting of an IT Sector Manual of procedures
 - Improvement of technical competences of IT Sector members within the TEN-T EA

4.1.6.2. Working with DG MOVE in the development and completion of the TENtec reference database for assessing the state of play over the whole EU transport infrastructure network.

4.1.6.3. Examining, together with DG MOVE, the potential to establish an online tracking tool for beneficiaries within TENtec that could be accessed via the Open Method of

Co-ordination, and its portal. Such a tool could allow the beneficiaries access to the most current information e.g. the reception of proposals sent in the context of the calls, and on the SAPs and ASRs related to their projects.

Since the proposed functionalities of this tool are related to its core business, the Agency will be actively involved in the definition of the requirement analysis, design and implementation/improvements of these potential modules in 2011.

- 4.1.6.4. Ensuring an effective organisational structure, by carrying out a review of the current structure and a reallocation of resources between units if appropriate.

The Agency will ensure that its structure is adapted to the real needs of the service. This review will notably take into account the workload evolution due to actual implementation and closure of projects and/or tasks. It will look for an appropriate balance of the workload between units/teams reinforcing those activities that require additional resources in order to respond to their (new/updated) responsibilities.

The analysis will consist of establishing adequate benchmarking in order to assess workload of units/teams and team members, to analyse possible synergies and to streamline the work processes. This will be the basis for the adoption, implementation and monitoring of the consequent action plan.

- 4.1.6.5. Streamlining and increasing the transparency of the Agency's internal procedures where possible and keeping Agency staff informed on the achieved results.

The Agency will organise workshops with its financial and operational staff to discuss and streamline procedures notably in line with external audit findings. Continuous two-way communication will be enhanced and reinforced focusing on priorities and planning. The annual revision of the internal manual of procedures will also follow this objective. Results will be circulated to all staff through regular explanation sessions on procedural issues, information notes and guidelines.

- 4.1.6.6. Effectively implementing the Agency's Internal Control Standards Action Plan, to ensure a high quality of operations.

The Agency will assess the internal controls in place and the risks that could prevent it from achieving the objectives. Based on the results of the assessment and the objectives set for the year, the Agency will prioritise the Internal Control Standards that require further improvements in the organisation. The management will establish an Internal Control Standards Action Plan and a Risk Register and will monitor on a monthly basis the implementation of the planned actions.

- 4.1.6.7. In line with Commission policy, implementing an action plan in order to further improve staff job satisfaction; refining and promoting clearer communication and supporting increased professionalism of staff through an adequate training plan covering significant gaps between the Agency's objectives and staff competences.

In June 2010, the Agency launched a job satisfaction survey open to all staff. The aim of this survey was to examine whether staff expectations were being met in three basic areas: job and working conditions, learning and development needs, and communication. This survey is also an important management tool for monitoring

the effectiveness of management policies, assessing staff response to specific initiatives, as well as establishing general internal benchmarks. It is helping the management to understand how the Agency's Work Programme can be better implemented by revealing existing gaps in areas such as communication, teamwork or development. As a result of this survey, an action plan has been established and a strict follow-up of the actions to be completed will be put in place. As a complement, an analysis will be carried out on the skills and competences needed to meet the Agency's objectives and to detect significant gaps, in order to improve the focus of staff development.

4.2. *To support in particular the development and deployment of Intelligent Transport infrastructure throughout the TEN-T*

Intelligent Transport Systems (ITS) have the potential to maximise the capacity of existing infrastructure and provide added value services to transport users and providers, to facilitate passenger and freight transport across Europe. The Agency will support the Commission in its priority to enhance efficiency in the use of existing transport infrastructure by acceleration of the development and introduction of intelligent transport and traffic management systems. ITS addresses several transport modes: roads, rail (ERTMS), Inland waterways (RIS), aviation (ATM) and to a certain extent maritime (MOS).

Any ITS call will be to support the priorities, technical, organisational and legal issues, and results expected in the Multi-Annual Programme 2007-2013.

4.2.1. *Following-up the implementation of Easyway II*

The EasyWay II project was selected under the 2009 ITS call, and support was conditional on a successful outcome of EasyWay I. A review of EasyWay I, followed by extensive discussions on the necessary changes in EasyWay II, meant that the project was adopted at the end of 2010:

- Formal project 'Kick-Off' in January 2011,
- Strategic Action Plan in April 2011
- The technical monitoring of the project will be co-ordinated with DG MOVE to ensure that the project meets the objectives of the ITS Action Plan as far as possible.

4.2.2. *Finalising the selection, adoption and subsequent implementation of the RIS projects evaluated under the 2010 Call for Proposals.*

As a result of the external evaluation of the 2010 RIS Call, 5 proposals have been recommended for funding. Following the inter-service consultation, and consultation of the Financial Assistance Committee and the European Parliament, The 'Global Financing Decision' was adopted in February 2011; the individual Decision preparation and adoption should be finalised by June 2011.

4.2.3. *Promoting increased visibility of ITS*

The Agency will ensure increased visibility of ITS on its website through a specific promotion campaign in 2011. ITS will also be the subject of a dedicated session at the Agency's annual 2011 Project management Workshop, which will give a high-level overview of various themes/modes. The Agency will continue to actively participate in conferences, fora and networks linked to ITS.

4.2.4. *Extending the number of locomotives and kilometres of track equipped with ERTMS in the corridors included in the European Deployment Plan.*

The Agency will follow up the timely implementation of the ongoing ERTMS Decisions and will follow-up the main ERTMS related events. The Agency will also contribute to the drafting of the work programme and the call text for the 2011 ERTMS Call for Proposals. The Call will be launched and evaluated under the responsibility of the Agency.

1. To facilitate the mobility of people and goods, through the completion of TEN-T infrastructure

(Parent DG MOVE)

Contribution of the Agency to the achievement of the above objective:

To support the completion of TEN-T infrastructure by the effective and efficient technical and financial management of the TEN-T Programme and projects, putting in evidence the added value and expertise of the Agency

RESULT INDICATORS	<i>Latest known result</i>	<i>Target</i>
Gross Time to pay for Operational expenditure/ interim and final payments	81 days	90 days
Net Time to pay for Operational expenditure / interim and final payments	20 days	30 days
Net Time to pay for Operational expenditure / pre-financing	13 days	20 days
Net Time to pay for Administrative expenditure	18 days	30 days
Audit coverage (as % of final and interim payments from previous year)	In 2010, 38% of 2009 final/ interim payments (MAP)	20% of final and interim payments made in 2010;
Timely implementation of audits	As of 10/10/2010, 18 of 21 audits planned have completed field missions.	100% of the annual external audit plan by 31/12/2011.
Timely implementation of audit findings.	All follow-up sheets from audits from 2009 programme issued as of 30/06/2010. 5 remain to be implemented at 10/10/2010.	All follow-up sheets on audits from the 2010 programme should be issued and implemented by 30/06/2011.
% Error rate in financial transactions	0,9%	Less than 2% of total budget
Effective and timely assessment of the revised planning of the projects subject to the Mid-Term Review to ensure it is being respected and specific conditions (if any) are being met		100% of all Mid-term review projects assessed by 31/5/2011 Proposed rectification measures to DG MOVE by 30/6/2011

Timely adoption of 2010 Decisions	New objective	More than 95% of Decisions to be sent for adoption within 3 months of adoption of the 'Global Financing Decision'
Timely examination of all Action Status Reports (ASRs) and Strategic Action Plans (SAPs) (to be done within one month of receipt with feedback provided to the beneficiaries)	New objective	100% of ASRs and SAPs assessed and commented within 1 month of receipt
Timely examination of all requests for amendments to Decisions.	New objective	90% of requests to be assessed within 1 month of receipt and appropriate action initiated
Effective EERP 'Bulk rule' compliance assessment	New objective	100% of all EERP projects to be reviewed for compliance with 'Bulk rule' by 30/4/2011 List of recommendations for revision to be established ready for submission to DG MOVE by 31/5/2011
Preparation and presentation to the European Coordinators of an overview report on each of their Priority Projects	New objective	2 pilot reports to be presented by 30/06/2011. On the basis of the experience and feedback, all reports to be completed by 30/09/2011.

2. To increase transport sustainability through the development and deployment of intelligent transport systems for all transport modes in particular on the Trans-European Transport Network;

(Parent DG MOVE)

Contribution of the Agency to the achievement of the above objective:

To support in particular the development and deployment of Intelligent Transport infrastructure throughout the TEN-T

RESULT INDICATORS	<i>Latest known result</i>	<i>Target</i>
Number of countries involved in implementing ITS	22	27
Number of countries involved in ERTMS deployment	12	16
Number of countries involved in implementing RIS	10	11
% FABs under study and receiving EU funding	89% (8 of 9)	100%

2. EXPENDITURE RELATED OUTPUTS			INPUTS: Operational expenditure	
Description	Milestone (per quarter/semester)	Number of outputs	Budget line	EUR million
Operational budget				
Commitment	31/12/2011	120	060303	1,178,200,000
Pre-financing	31/12/2011	120	060303	280,000,000
Interim/Final Payment	31/12/2011	180	060303	492,583,030
Interim/Final Payment	31/12/2011	70	060301	38,152,248
Administrative Budget				
Commitment	31/12/2011	40		9,900,000
Payments	31/12/2011	750		9,900,000
3. INPUTS: Administrative resources				
Human resources	Number	Financial resources	EUR	
Temporary staff (Posts)	33	STAFF EXPENDITURE	6.890.000	
Contractual staff (FTE)	66	INFRASTRUCTURE AND OPERATING EXPENDITURE	2.375.000	
Seconded national experts (END)	0	TECHNICAL ADMINISTRATIVE AND SUPPORT EXPENDITURE	635.000	
Total of human resources	99	Total of admin. resources	9.900.000	
4. KEY ACTIONS		Number of staff involved	Deadline / As at ddmmyy	Responsible Unit / Remarks
Promotion of the project/programme		43	31/12/2011	T0-T2-T3-T4
Publication of call for proposals/tenders		15	31/03/2011	T0-T2-T3-T4
Establishment of contact facility/helpdesk		11	31/03/2011	T4
Receipt of proposals/bids		4	31/05/2011	T1-T4
Evaluation of the proposals/bids		71	31/07/2011	T0-T1-T2-T3-T4
Negotiation of the contracts		42	31/10/2011	T0-T1-T2-T3-T4
Decision on grants awarded		28	30/11/2011	T2-T3 DG MOVE

Signature of procurement contracts	n.a.	n.a.	n.a.
Making of commitment/individual commitment	6	31/10/2011	T1
Execution of pre-financing payment	8	31/12/2011	T1-T3
Receipt and evaluation of progress report	39	31/03/2011	T2-T3-T4
Execution of interim payment	45	31/12/2011	T1-T2-T3
Conduct of meetings	12	31/12/2011	T0-T2-T3-T4
Receipt and evaluation of final report	45	31/12/2011	T1-T2-T3
Execution of final payment	45	31/12/2011	T1-T2-T3
Other			

5. INTERNAL ANNEXES

I. Human and Financial Resources Available

II. ICS for effective management

III. Critical risks

IV. Communication Strategy

6. ANNEX I. FINANCIAL AND HUMAN RESOURCES

Financial Resources

Financial Resources (€) (in commitment appropriations)

Operational Budget:

Budget line	Nature of the budget line	PDB 2011
06.03.01	Financial support for projects of common interest in the trans-European transport network	
06.03.03	Financial support for projects of common interest in the trans-European transport network	1.178.200.000
Total		1.178.200.000

Budget line	Name of the budget line or Name of the contribution	PDB 2011
TITLE 1	STAFF EXPENDITURE	6.890.000
TITLE 2	INFRASTRUCTURE AND OPERATING EXPENDITURE	2.375.000
TITLE 3	TECHNICAL AND ADMINISTRATIVE SUPPORT EXPENDITURE	635.000
TOTAL EXPENDITURE		9.900.000

Human Resources

The Establishment Plan for 2011 defined in the framework of the annual budget procedure provides for 33 temporary agents and 66 contract agents.

Efforts will be made to have the Agency fully staffed and/or with a low rate of vacancies despite the high turnover of staff that the Agency continues to experience.

Key performance indicators are continuously monitored to ensure that an efficient Human Resources Management is maintained. They are:

- Percentage of covered positions
- Percentage of positions with job description, objectives and training maps
- Completion of training maps

ESTABLISHMENT PLAN OF 2011

Category and Grade	Number of posts
AD14	1
AD13	
AD12	
AD11	2
AD10	1
AD9	4
AD8	2
AD7	7
AD6	9
AD5	2
TOTAL of AD	28
AST7	
AST6	
AST5	2
AST4	1
AST3	2
TOTAL of AST	5
TOTAL STAFF in the Establishment Plan	33

PERSONS NOT INCLUDED INTO THE ESTABLISHMENT PLAN

CONTRACT AGENTS

Category and Grade	Number of persons
GF IV	26
GF III	23
GF II	16
GF I	1
TOTAL of Contract Agents	66

7. ANNEX II. INTERNAL CONTROL STANDARDS FOR EFFECTIVE MANAGEMENT.

Although TEN-T EA will respect all 16 ICS, it has established a specific action plan for the following 5 which have been prioritised.

Standard	Brief description of the reasons for prioritisation
ICS 2 – Ethical and Organisational Values	Agency activities are exposed to conflict of interests, financial fraud, misuse of insider information or other ethical issues. The Agency should have procedures in place to ensure that all staff is aware of relevant ethical and organisational values.
ICS 6 – Risk management	Risk management is not truly integrated into the regular management processes and the awareness of the risk management concept is low.
ICS 8 – Processes and Procedures	The Agency has complex activities involving third parties; current processes and procedures are in some cases unnecessarily cumbersome and could be made more effective; the documentation on processes and procedures could be more user-friendly and accessible. Adequate process controls should be in place and it should be clear who performs the control, how, what information is needed, how frequently etc.
ICS 10 – Business Continuity	Need for the revision of the Business Continuity Plan following removal to a new building; Management and staff need to be sufficiently aware and trained for the BCP; The plan needs to be tested. The Agency's core activities strongly depend on IT systems; IT risks should be clearly defined in the BCP; Issues or problems due to handover arrangements, back-up procedures, and high staff turnover should be addressed.
ICS 12 – Information and Communication	The Agency has complex activities where high-quality information is key; Sharing of management information with staff should be improved; effects are expected on motivation, commitment and team spirit; Management has no precise idea of how its customers appreciate the services provided; The Agency has significant responsibilities in the domain of Information System security.

8. ANNEX III. CRITICAL RISKS.

Policy Area/Activity/Specific Objective affected	Brief risk description (A)	Mitigating actions (B)	Risk type (C)	Crosscutting (Y/N) (D)
<p>Establishment and execution of the principles of good management.</p> <p>Setting up and implementation of procedures for sound financial management</p>	<p>Inconsistent or inadequate monitoring and management of the projects: This could result in bad financial and technical management leading to delays and late identification of problems, with a possible impact on payments and the need for Amendments.</p>	<p>Reporting systems. Management supervision. Co-ordination meetings between operational units</p>	<p>Internal/ Planning, Processes and Systems/ Operational and Financial processes</p>	N
<p>Streamlining Funding Decision processes (new and Amendments)</p>	<p>IT tools do not provide adequate support for financial and project management: The IT Strategic plan has been provisionally approved by the Agency IT Steering Committee and proposes an action plan to improve the existing IT tools. However DG MOVE, the system owner for some of these tools should approve these changes. Before any new requirements are compiled by the Agency the existing functionalities need to be consolidated as described by the IT Strategic plan.</p>	<p>Technical coordination meetings for maintenance and support of existing application modules.</p> <p>Follow-up tables</p>	<p>External environment/ External partners (DG MOVE)</p>	N
<p>Recruitment of Human Resources necessary for the execution of the Agency's tasks</p>	<p>Difficulties in proceeding with the recruitment of staff: The inability to fill posts, due to exhausted lists of CAST 25 and CAST 27 for contract agent positions and the unavailability for agencies of the CAST 2010 list, plus high staff turnover due to success in EPSO competitions, could lead to a mismatch in the resources available and the workload. This may have a major influence on the Agency's services and the proper and timely execution of all tasks</p>	<p>Establishment plan, back up procedures, management supervision, follow-up recruitment table, HR reporting</p>	<p>External/ External partners (EPSO) Internal/ People and organizations/ Human resources</p>	

9. ANNEX IV. COMMUNICATION STRATEGY (DRAFT)



**TEN-T Executive Agency
External Communications Strategy
2011**

INTRODUCTION

This document outlines the external communications strategy of the Trans-European Transport Network Executive Agency (TEN-T EA). The strategy intends to provide a framework for the Agency's core external communications-related activities, bringing support to and being consistent with the Agency's strategic goals and specific objectives.

The ultimate aim of this communications strategy is to effectively raise awareness about the Agency, the TEN-T programme and its achievements.

This document:

describes the background, objectives and key messages that motivate and inspire our communications activities

defines the main target groups which are at the receiving end of our actions

offers realistic timeframes in which determined actions will be undertaken

sets ambitious goals to be reached

summarises the communication tools utilised for these actions

explores and allocates the resources available to the department

The main theme in previous years was the knowledge that the Agency needs to successfully communicate to the exterior that it offers value added in the management of TEN-T projects. This is still valid, but given the progress and successes of the TEN-T programme as a whole, the communication strategy's scope will be expanded.

Timeframe

The Agency is responsible for managing the technical and financial implementation of the TEN-T programme for the 2000-2006 and 2007-2013 financial perspectives. In light of the Agency's current mandate until 2015, the multi-annual mission of the Information and Communications Department is to convince key stakeholders that the TEN-T programme and its projects provide tremendous added-value to EU transport policy. Likewise, we also aim to promote the Agency as a capable and competent manager of the TEN-T funding, thus proving our importance as an organisation.



With this overall vision in mind, the communications strategy is supported and implemented by a realistic range of information and communications actions and services which is foreseen on an annual basis. Those actions instrumental for 2011 are outlined in the annual Work Plan (Annex 1). This flexible planning allows us to adapt our activities to suit the current programme trends. For example, we now aim to showcase the achievements and results of ongoing TEN-T projects, including the projects selected under the European Economic Recovery Plan or looked at in the mid-term review of the TEN-T Guidelines. In any case, the communications strategy will also be subject to an internal annual review by the Agency management team, and consultation with its parent DG Mobility & Transport (DG MOVE) in order to align the actions to the strategic planning of the TEN-T policy as a whole, evaluate the actions carried out, look at the changing needs and adapt as necessary for future planning.

The TEN-T communications policy of DG MOVE and that of the Agency are complementary in nature, and regular coordination between the Agency and DG MOVE will ensure that the execution of TEN-T communication activities are carried out in the most effective manner while optimising all resources.

OBJECTIVES & MAIN MESSAGES

Projects vs policy

As noted above, the Agency's main objective is to efficiently manage the technical and financial implementation of the TEN-T programme. As an Executive Agency of the European Commission, it is not responsible for setting the policy, but works closely with DG MOVE to carry out its tasks. The Agency's cooperation with DG MOVE in administrative and operational areas is important to its day-to-day work. In the area of communications, DG MOVE is wholly responsible for promoting TEN-T policy, whereas the Agency must focus on the programme in its concrete applications and its achievements. Since the programme cannot exist without the policy behind it, this association means that cooperation with DG MOVE in the overall promotion of the programme involves a two-step process and good coordination. To this end, relations with both the operational directorates dealing with TEN-T (Directorate B + C, D, E) and the communications units (Information & Document management (SRD6) and external relations (A1)) have been established. In 2010, this close cooperation was very evident in a number of key joint activities such as the production of publications and response to media enquiries.

This is all the more relevant due to the importance of TEN-T policy to Vice-President Kallas and DG MOVE's own objectives. The previous DG MOVE Commissioner Antonio Tajani championed the European Economic Recovery Plan's inclusion of TEN-T funding. As noted earlier, milestones and results of this funding will be coming to light in the near future, which can be the focus of dissemination activities. Vice-President Kallas aims in his mandate to promote transport services that truly benefit Europeans, an open transport market, as well as policies supporting greater transport safety and security, "decarbonisation" and sustainability.

The fact is that TEN-T policy remains vital to support the Vice-President's principles and the European Commission's EUROPE 2020 Strategy for smart, sustainable and inclusive growth. Under the flagship initiative "Resource efficient Europe", the Commission aims to achieve transport sustainability and increased competitiveness by modernising and decarbonising the transport sector and by accelerating the implementation of strategic projects with high European added-value in order to address critical bottlenecks. Our challenge as the Agency,

and especially in its communications activities, is how to bring these key implementation results and successes of the TEN-T programme to the forefront of stakeholder and public knowledge.

Objectives:

There are three principal objectives that underpin the Agency's external communications strategy:

To promote the importance, relevance, and benefits of the TEN-T programme and its projects - namely how its implementation and successful project results contribute to an efficient and sustainable EU transport system and a stronger European economy (awareness building).

To strengthen our role as the reference point for TEN-T programme management and act as the focal point for information exchange (competence and knowledge building).

To help the secondary audience understand what the TEN-T programme is and how the EU's support of transport infrastructure can ultimately benefit its daily lives.

A fourth objective - a holdover from the Agency's initial mandate - also merits attention:

To ensure that the role of the Agency is understood and recognised by the key stakeholders and that the reputation of the Agency as a dynamic, helpful and relevant actor in the TEN-T programme positively evolves (image building).

Messages

Key messages comprise the critical pieces of information the Agency conveys through its communications activities. Serving as “umbrella statements”, these messages may be designated for specific target groups or linked to specific objectives. Messages should be limited in number, concise, easy to remember, and relevant:

The TEN-T programme positively contributes to European mobility and cohesion, and brings economic benefits to all. – aimed mainly at enabling stakeholders (see below)

The Agency is here to help you. – aimed mainly at functional stakeholders/beneficiaries (see below)

The Agency brings added-value. – aimed mainly at enabling stakeholders (see below)

The EU, through its programmes, supports safer, more efficient and more sustainable transport. – aimed mainly at secondary audience (see below)

The abovementioned messages will need to become part of every activity undertaken by the Agency in the field of external communications. Furthermore, each and every staff member will have to be acquainted with the messages and be capable of transmitting them in every document/speech/paper/message/conversation. To this end, specific communications training was provided by the Communications Department to Agency staff, in order that they promote a positive image of the Agency in their interactions with beneficiaries and other stakeholders, and allow these key messages to have a profound effect.

TARGET AUDIENCES

The Agency's main target groups include the key enabling stakeholders (those who provide authority or control our resources) and the functional stakeholders (those who provide input to and outputs for the Agency).

Enabling stakeholders/key target audience:

European Parliament (TRAN)

European Council (CREA)

College of Commissioners and Vice-President Kallas

European Commission: DG MOVE, DG BUDG, DG HR, DG REGIO, Internal Audit Service

Steering Committee of the Agency

TEN-FAC Committee (Member States)

TEN-T Guidelines Committee (Member States)

'Friends of TEN-T' initiative of European Parliament

Functional stakeholders/key target audience:

Beneficiaries of TEN-T funding

Other European Commission services

Other European institutions

Member States (Permanent Representations, Transport Attaches)

National and regional authorities

International organisations (OECD, World Bank)

Secondary audience:

Transport organisations

Transport industry

Transport research institutions

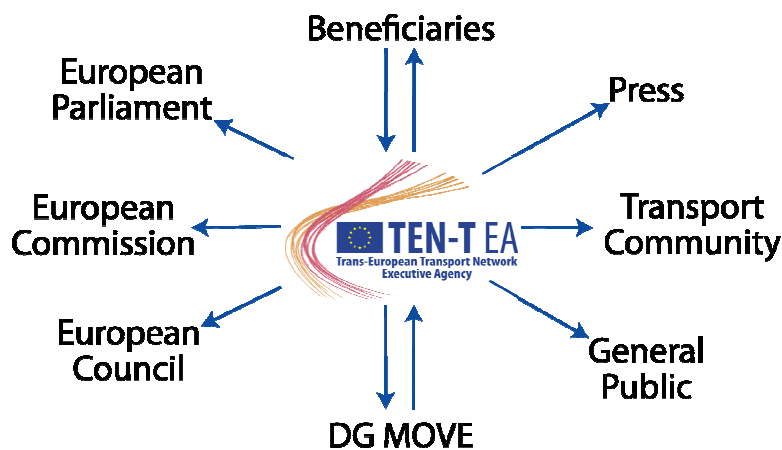
Transport engineering departments of universities

Transport and general media

General public

The enabling stakeholders are the most influential target audience as they generate the relevant policies, monitor the main activities and define the resources available to the Agency to execute its tasks. The functional stakeholders or beneficiaries are also very significant since they have a direct stake in our activities and work with the Agency on a day-to-day basis. This group is crucial to our dissemination activities since it feeds us key information that we in turn communicate and transfer to the rest of our audiences. Building and maintaining relations with the beneficiaries is a vital component of the overall communications flow.

The secondary audience is also evinced by the Agency as an important target group, as it is composed of a wide selection of transport stakeholders capable of acting as key multipliers of information.



A special mention of the media...

The media - general media and transport-related press - is both a key target group as well as a channel. Due to its impact and multiplier effect, it plays a complementary role to the Agency's own communication efforts.

Proactive communication efforts towards media will also be further developed and strengthened, incorporating direct cooperation with DG MOVE in this area. To appeal to the general media, the Agency will liaise with DG MOVE to push information to the Spokesperson's service and the delegations in the relevant countries. The Agency and DG MOVE can benefit from a joint database of transport-related media in all sectors. In addition, a common calendar of important TEN-T and transport related events will be maintained by DG MOVE and the Agency in order to maximise media attention via the issuing of relevant press releases and event participation.

Besides the Executive Director, who plays an important role as Agency "figurehead" in interviews and articles, all staff will be reminded of their tasks in garnering potential media contacts, utilising the beneficiaries' own contacts in this regard as well as taking advantage of other outlets for dissemination. Activities will centre on building cooperation and press relations which can have an important bearing on the image building of the Agency and more importantly, the publicity of success stories relating to the TEN-T programme and projects.

...and the general public

The general public is by and large a significant target group, as it consists of the ultimate users of an efficient and sustainable European transport network. However, given the fact the Agency is primarily concerned with implementing a policy-related programme, and not the promotion of the policy itself, this, along with its limited communications budget and resources, makes direct action and appeal to the general public a discerning challenge.

The Communications Department's ambitious goal is to create user-friendly and accessible communications deliverables about the TEN-T programme which can be used to target the key stakeholders, as well as appeal to the general public. It will strive to use all available tools in order to generate maximum visibility and will aim to use the media so that its key messages can eventually be relayed to a wide audience – including the general public. In order to ensure this objective as efficiently as possible, a strategic partnership with DG MOVE for media-related activities is important.

COMMUNICATION CHANNELS

The Agency will avail of the communication channels described below, depending on the message and the target audience. Whenever possible, key messages will be communicated through several channels in order to ensure widest possible reach and exposure.

Internet

The Agency uses its external website as its first and foremost communication channel. The website shows TEN-T “clients” how we can meet their needs, shows stakeholders how we represent value for money, and displays a clear corporate image of transparency and competency to the Commission and the rest of the outside world.

The website provides standard “corporate” information about the Agency, but its main value-added parts are those devoted to the projects and the funding process. The projects section will aim to provide comprehensive information on TEN-T projects, which will be continually updated with new Decisions, project data, maps, photos, statistics and news links. The section devoted to funding features information related to the entire funding process, including the key documents and forms linked to the calls for proposals. A subsection provides an info point for all TEN-T project beneficiaries, including FAQs, reference documents, funding logos and other relevant information. Close cooperation with DG MOVE facilitates the sharing or linkage of important information between the sites.

Our website will only be an effective channel if it is regularly used by our stakeholders. A crucial task is to keep the website well-structured and organised, and continuously updated with interesting and valuable content.

Events

Organisation and participation in external events and meetings offer a variety of possibilities for the Agency to communicate about its activities and receive feedback first-hand. They can be grouped into three broad categories:

Agency-organised events (Project Management Workshop and Calls for Proposals Info Days): are vital for direct contact with stakeholders, and enable dialogue and feedback which must be utilised to its fullest potential.

The Agency will continue to organise its two above-mentioned main conferences on an annual basis, adapting the programme as necessary.

Agency participation at large, politically important events/exhibitions: (TEN-T Days) involves a cooperative approach with DG MOVE for the logistics and organisation, ensures visibility for the Agency, and if executed in conjunction with DG MOVE, serves to re-enforce the link between the Agency and its "parent".

Agency attendance at relevant Brussels-based or international/national events: involves all Agency staff, encouraged for networking and fostering further relationships between the professionals of the Agency and our beneficiaries/members of the wider transport community.

Internal communications activities will complement this participation in order to ensure that relevant contacts and feedback are rightly taken advantage of.

The common DG MOVE/Agency events database (see above) will also allow either side to benefit from each other's presence at key external events for effective dissemination of materials and information.

Collaboration and networking

As visualised in the diagram above, communications is a two-way flow of information and dialogue. For the Agency to be effective and better serve our stakeholders, we need to know what kinds of services are sought so that we can organise our communications activities accordingly. Interaction with all stakeholders - whether through events, e-mail contacts or other meetings - is an extremely important element to promote the TEN-T programme and the Agency's activities, especially to fulfil the key objective of supporting our beneficiaries and disseminating project results.

Publications

The Agency's printed publications are intended to complement information available on the external website to all stakeholders. The Agency's standard line of publications includes its "corporate" folder, used as a generic hold-all for internal meetings and external events, as well as an "overview" flyer. The complete set of project fiches is a value-added complement to the folder and flyer providing technical information about the individual projects. Statistical information and maps will also prove to be a flexible means of showcasing key facts and figures to specific target groups, and other info sheet and brochures compliment the portfolio. The Agency also produces publications with the cooperation of DG MOVE.

Close collaboration with the EU Office for Publications (OPOCE) has been established and is essential for the implementation of the Agency's publications and visual identity plans. In addition, cooperation with DG MOVE will also ensure the Agency's input on any new TEN-T related initiatives.

Press Materials

As building up relations with the press - both specialised and general - is an important activity to fulfil the objectives of this strategy, it is vital that there is a foundation of information to target this group. This includes a press folder complete with Agency press releases,

background memos, maps, and statistical information and project fiches. When relevant, DG MOVE and the Agency will also take advantage of each other's dissemination materials in its own press packs, or joint packs will be created when applicable.

Press releases related to the TEN-T programme/implementation will be produced by the Agency, in cooperation with DG MOVE, which will provide input, final approval, and take care of any further consultation and follow-up with the Spokesperson's service. Press releases will be issued when broad media interest can be expected on a given topic, such as the Calls for Proposals or results of the evaluations. In addition, focus on project-specific events and developments will also enable national media to be reached. In any case, all press material will be made publicly available on the Agency's website and will be actively distributed through the established lists of contacts. As a complement to officially published press releases on Rapid, short news articles/information entries will also be produced for the News section of the Agency's website. This information can also be taken up by the media, enabled by the RSS feed.

EVALUATION AND FOLLOW UP

Evaluation and follow-up of the Agency's communication actions are essential to the overall communication strategy and work plan. The evaluation methods below are intended to verify that our work addresses the needs of the key target groups and that our messages are delivered efficiently and effectively. This includes both quantitative and qualitative analysis:

Method	Quantitative	Qualitative
Website	Visits/statistics (Website content management system) Links from other websites/blogs Downloaded presentations	User survey
Publications	Distribution at events Downloads Requests from other sources	Direct demand (e-mail, phone)
Information requests	Phone/fax/e-mail Measure of info requests via the website	
Programme applicants	Comparative annual statistics	Quality of proposals compared to previous years (% over the minimum threshold) Direct feedback
Events	Participant totals Stand visitors Publications distributed	Evaluation forms/direct feedback
Press & publicity	Mentions in Europe Media Monitor & tracking service Inclusions and interviews with other	Positive mentions, more requests

	press	
Other multimedia tools	Requests Number of views	

As part of the annual review of the communications strategy, evaluation results and feedback collected over the year will be analysed, with revisions and redirections made when necessary.

RESOURCES

The Information and Communications Department relies on an annual budget which is devoted to the implementation of the core activities outlined in this strategy, as well as other indirect costs. In 2011, this budget is provisionally set at €40,000 which includes website maintenance, Intranet maintenance, publications, subscriptions, promotional materials and administrative/logistical costs for events, as well as translation costs.

The department consists of a Head of Information and Communications who directly reports to the Executive Director of the Agency and is part of the Agency's management team. She is responsible for the Department's overall implementation of the communications strategy and the main tasks described within. She oversees an Information Manager who participates in the execution of all tasks. The Department also utilises support staff within the Director's office for administrative and logistical needs.

The Agency now has the possibility to use DG MOVE's framework contract for communications. If services are required outside of the scope of this contract, the Department will look at the viability of launching its own procurement procedures.

ANNEX 1:

IMPLEMENTING THE COMMUNICATION STRATEGY IN 2011

The following activities are foreseen for 2011, in line with fulfilling the objectives and goals of the Agency's multi-annual communications strategy. By organising tasks on a yearly basis, flexibility can be ensured and the work programme can be adapted to address any of the changing needs of the Agency.

A formal communications discussion with the relevant contacts in DG MOVE will be organised in order to clarify the needs and expectations of DG MOVE in relation to specific TEN-T subject matter and specific joint communications activities. Recurring contact and cooperation with the DG MOVE contacts will optimise accountability and collaboration of communication efforts.

Key activities – External communications 2011:

Website

Plan and implement site developments: animation, photos, videos, statistics & other added value contents, updated project info

Continue quarterly eNewsletter to beneficiaries, containing references to website information and content (new developments, news articles, etc)

Publications & other interactive material

Produce animation illustrating the value-added of the Agency and TEN-T implementation in general

Update of project fiches, including completion of all 2007 fiches and the new 2009 Decisions, for both printed and website use. Prepare the print-on-demand function for visits, proactive distribution of info folders to key stakeholders

Publish Agency "annual report" aimed at target audience, targeted distribution to key stakeholders

Produce "success stories" video and publication in cooperation with DG MOVE

Update map and statistics "portfolio" to complement info folders

Produce layout of agreed TEN-T-related policy publications with DG MOVE

Events

Organise two stakeholder conferences (Info Day, Beneficiaries Workshop)

Participate in key external events with DG MOVE (TEN-T Days, ITS-related events)

Investigate other key events at which partnership or promotion could be envisaged

Contacts & networking

Build contacts with public relations departments of beneficiaries to generate website content (news, info on events) and publicity on TEN-T projects at EU and national levels

Initiate co-operation/networking with other key stakeholders

Press & media

Collaborate with DG MOVE/spokesperson and publish press releases on key programme news (results of project evaluation) and project results

Update specialised media database

Other

Manage the Agency's internal communication activities, including Intranet and internal newsletter

Manage participation of other Agency staff members in external events