

REC. N°	REC.	PRIORITY	ACTION PLAN	TARGET DATE	PERSON RESPONSIBLE
1	The Agency should prepare a multiannual programme and submit it to the Administrative Board for adoption	Important	On the basis of the new Financial Regulation, the Commission is introducing a single programming document for EU agencies, which will include the AWP, multiannual programme, MSPP and draft budget. The Agency will adapt its programming (including multiannual programming) to the new format as soon as the new single programming document for agencies is adopted.	Q1 2015 at the earliest (for the 2016 programming exercise).	Director; Heads of Departments; Strategy, Coordination and Compliance Advisor
2	Finalise and formalise the process establishing the AWP	Important	The Agency will adopt written guidelines formalising the process establishing the AWP, including: <ul style="list-style-type: none"> <li>- The legal basis and other references;</li> <li>- Description of the internal process, identifying the main steps, inputs to and outputs of the main steps;</li> <li>- Applicable deadlines;</li> <li>- A clear indication of the roles and responsibilities;</li> <li>- An indication of the deadlines;</li> <li>- The involvement of stakeholders (consultation);</li> <li>- External communication of the AWP;</li> <li>- Provisions on reviews of the AWP.</li> </ul>	Q1 2014	Strategy, Coordination and Compliance Advisor
3	Improve the structure, enhance the contents and ensure completeness of the AWP	Very Important	In the next AWP exercise the Agency will strive to clearly define its activities and reinforce its performance measurement system, mainly objectives indicators, targets and, where applicable, deliverables. Activities will include all operational and administrative support tasks carried out by the Agency and will be accompanied by an assessment of the risks involved.	Q1 – Q2 2014 (for 2015 WP programming exercise)	Director; Heads of Departments; Strategy, Coordination and Compliance Advisor

4	Develop SMART objectives and performance indicators for the activities defined in the AWP	Important	Prior to the 2015 budget and AWP exercise, the Agency will evaluate its current performance indicators, also in line with the experience gained with its “traffic lights” system. The results of this exercise will feed into the development of the AWP.	Evaluation of performance indicators: Q1 2014  Introduction of new indicators Q1 – Q2 2014 (in 2015 AWP exercise)	Assistant to the Director; Strategy, Coordination and Compliance Advisor
5	Revise the 2013 AWP	Important	The 2013 AWP will be revised following the final decision on the availability of funds for REMIT, taken in mid-October.	Q4 2013	Assistant to the Director
6	Strengthen planning and monitoring of procurement	Very Important	The Agency will develop an appropriate tool for planning and monitoring of procurement activities, with a focus on timing, intermediate steps/milestones and responsibilities for each procurement procedure. It will include a traffic light system which shall allow management to identify any potential delays or backlogs and shall be linked to monitoring of budget implementation.	Q1 2014	Head of Administration
7	Finalise the ICT Strategy	Important	The finalisation of the ICT Strategy will be performed to include the following important aspects: <ul style="list-style-type: none"> <li>- To reflect the fact that the REMIT-related ICT capability has been transferred to the MMD;</li> <li>- To separate the annual planning of IT activities from the ICT Strategy document;</li> <li>- To have a Director’s Decision for the approval of the ICT Strategy;</li> <li>- Presentation of the ICT Strategy by the Director to the Administrative Board for endorsement.</li> <li>-</li> </ul>	Q1 2014	IT Officer

8	Reinforce the operational planning process	Important	<p>Operational planning will be reinforced at the level of departments and of the Agency as a whole. Management will look into ways of ensuring that estimated FTEs allocated to deliverables and activities in the AWP are based on uniform assumptions by developing guidelines to ensure consistency and possibility for reality checks.</p> <p>The Agency will consider developing some monitoring system of time spent by staff members working on a particular activity/deliverable to establish a clear link between activities and resources in future planning cycles.</p>	<p>Review of the system in Q1 2014</p> <p>Q4 2014</p>	<p>Heads of Departments; HR Officer; Director Office</p>
9	Enhance the description of the budgetary process and of the budgeting methodology	Important	<p>Preparing a set of detailed guidelines including:</p> <ul style="list-style-type: none"> <li>- description of the annual budget process;</li> <li>- description of the methodology to be used;</li> <li>- main aspects to be observed when planning for expenditure under every category;</li> <li>- responsibilities of involved actors, and</li> <li>- budget process deadlines.</li> </ul>	Q4 2013	<p>Accounting and Budget Officer</p>
10	Enhance scrutiny of budget transfer requests	Important	<p>Develop a report that includes all budget movements made up to date by budget line and a brief description of the reasons for the transfer. This report together with the budget transfer monitoring table (€ amounts only) shall be presented to the Authorising Officer to enable the decision making process.</p>	Q4 2013	<p>Accounting and Budget Officer</p>
11	Reinforce operational and budget implementation monitoring	Very Important	<p><u>Monitoring operational activities</u></p> <p>The Agency will review the traffic light system with which it monitors operational activities.</p>	Q4 2013	<p>Assistant to the Director</p>

			<p>This monitoring system will be aligned to deliverables and the performance indicators as foreseen in the AWP. Particular attention will be given to the follow-up mechanism in cases of delays or underperformance.</p> <p>The Agency will consider the alignment of the approaches in individual departments so as to improve the reporting package for monitoring of the operational activities at department level. This will support the traffic light monitoring system.</p>	Q1-2 2014	
			<p><u>Budget implementation monitoring</u> The regular monthly budget implementation report incorporates the consumption forecast for the months ahead and the analysis of the variances refers to both the forecast and to the monitoring of the procurement plan ( as from Q1 2014).</p>	Q4 2013	Accounting and Budget Officer