

DECISION
ADB(D) 16-2008

2009 SJU Work Programme

The Administrative Board of the SESAR Joint Undertaking,

Having regard to Council Regulation (EC) 219/2007, in particular to Articles 5(c) and 16.1 of the Statutes of the SESAR Joint Undertaking,

Having regard to the Communication Plan annexed to this decision after insertion of the adjustments requested by the Board, with the reference SJU/AB/08/08/DOC/05bis,

In its ordinary meeting of 1 December 2008, has adopted the following decision:

Article 1

The 2009 Work Programme, with the current level of detail and including the aforementioned Communication Plan, is adopted. This Work Programme is annexed to this decision with the reference SJU/AB/08/08/DOC/10.

Article 2

A revised 2009 Work Programme shall be presented to the Board once the ongoing process for accession to the SESAR Joint Undertaking membership will be completed.

This Decision shall enter into force on the date of its adoption.

Done in Brussels, 1 December 2008

For the Administrative Board

Daniel Calleja Crespo
The Chairperson



SESAR Joint Undertaking

Annual Work Programme

2009

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1. Mission, Challenges and Key Objectives 2009

1.1. Purpose of the document

The purpose of this document is to outline the key activities that will be conducted by the SJU in 2009 in order to achieve the 2009 objectives as derived from the SJU mission. It describes how these objectives will be met by detailing the operational and administrative actions that will be engaged in 2009 and establishes the link with the 2009 budget.

1.2. Mission

The aim of the Joint Undertaking is to ensure the modernisation of the European air traffic management system by coordinating and concentrating all relevant research and development efforts in the Community. It shall be responsible for the execution of the ATM Master Plan and in particular for carrying out the following tasks:

- organising and coordinating the activities of the development phase of the SESAR project in accordance with the ATM Master Plan, by combining and managing under a single structure public and private sector funding,
- ensuring the necessary funding for the activities of the Development phase of the SESAR Programme in accordance with the ATM Master Plan,
- ensuring the involvement of the stakeholders of the air traffic management sector in Europe, in particular: air navigation service providers, airspace users, professional staff associations, airports, and manufacturing industry; as well as the relevant scientific institutions or the relevant scientific community,
- organising the technical work of research and development, validation and study, to be carried out under its authority while avoiding fragmentation of such activities,
- ensuring the supervision of activities related to the development of common products duly identified in the ATM Master Plan and if necessary, to organise specific invitations to tender.

1.3. Main Challenges for 2009

Following the finalisation of the membership accession with the signature of the membership agreements planned by March 2009 and the change of the Statutes, the SJU activities in 2009 will be mainly focused on

- the subsequent start of the SESAR R&D Work Programme, with particular regard to the ramp-up phase of the projects and the establishment of the System of System dimension of the Programme, and
- the set-up of the organisation to be in line with the new Statutes requirements as well as capable to support the management of the Programme providing reasonable assurance with regard to the sound financial management of the resources.

The SJU will continue to establish its role in coordinating and concentrating all relevant ATM research and development efforts in the Community through a number of initiatives including some specific ATM studies and coordination actions with external agencies.

1.4. SJU Key Objectives for 2009

The main objectives for the 2009 period can be summarised as follows:

N.	Objective	Timeframe	Performance measurement
01-09	Conclude membership accession phase	Q1	Members offers selected within budget

N.	Objective	Timeframe	Performance measurement
02-09	Implement Risk Management process & establish Risk Management Plan	Q1	All strategic internal and external enterprise risk identified, assigned and mitigation under development Programme related risks management under development
		Q2	RM implemented for Enterprise and WP initiated projects Implementation of the Internal Control Framework
03-09	Deploy Programme methodology and tools, including Engineering Methodology	Q3	Programme Management plan (including SEMP) presented to Programme Committee
04-09	Run Programme Ramp-up phase	Q2-3-4	70% of projects initiated by the end of 2009 Interim progress report presented to Programme Committee
05-09	Contract for WP11	Q1-2	WP11 projects initiation start during Q3
06-09	Contract for Airspace users involvement in WP	Q1-2	Airspace users involved in initiation process.
07-09	Contract for Social Partners involvement in WP	Q2	Social partners involved in initiation process.
08-09	Ensure coordination with NextGen	On-going	Coordination process in place transparent and efficient. Members participation to at least one coordination meeting.
09-09	Implementation of the ATM Performance Partnership	Q4	SPP first meeting hold.
10-09	Perform AIRE activities	Ongoing	AIRE interim progress report presented to ADB
11-09	Align the SJU organisational, legal, financial and HR structure to the requirements of the new Statutes	Q1-3	<ul style="list-style-type: none"> - Privileges and Immunities agreement negotiated and in place - SLA agreements with the Commission Services in place - Staff recruited under the EU Staff Regulation - New Financial Regulation and Implementing Rules - New financial circuits
12-09	Ensure that the SJU administrative structure support the Programme and provide the reasonable assurance with regard to the sound financial management of the resources	Q1-4	The control system to ensure the sound financial management of the resources assessed, and mostly in place by year end.

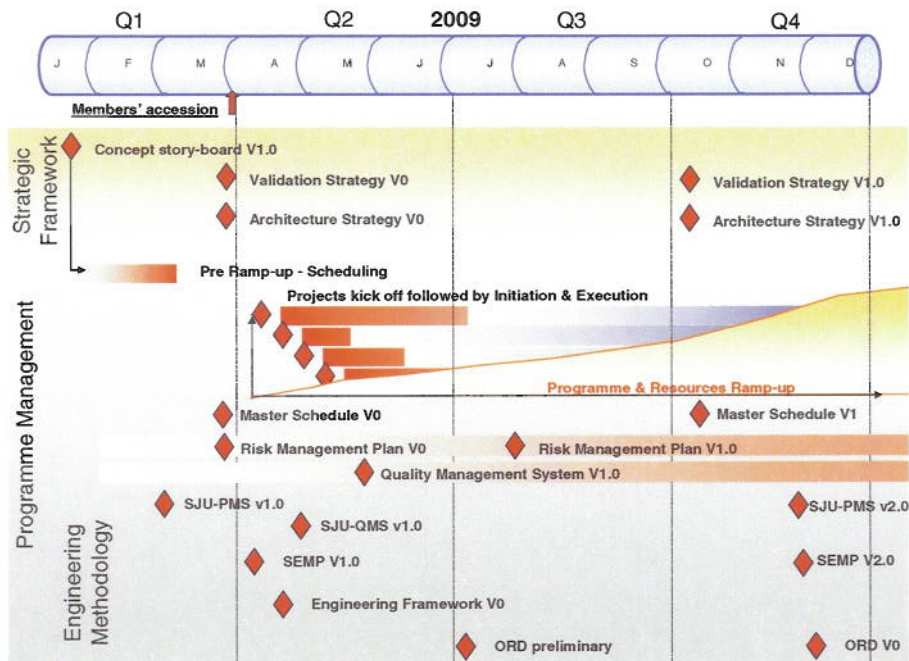
The rest of document describes how these objectives will be met and establishes the link with the resources that will be mobilised to achieve the various actions.

2. R&D Programme Management

2.1. Programme Management

The overall objective of the SJU Programme Management activity is to plan, monitor and control the progress of the SESAR Work Programme and projects activities. Programme Management will be aiming at ensuring the achievement of the Programme objectives and delivering on time, with the required quality while making the best possible use of available resources by defining and applying relevant programme management practices.

A first version of the SESAR Programme Management Plan (SESAR PMP) will be produced for the 1st Quarter 2009 in order to be available for the start of the programme activities (projects kick off & initiation...). The SESAR PMP will address the following topics: Resource Management, Schedule Management, Risk Management, Configuration Management, Performance Management, Earned Value, and Quality Assurance.



BUDGET 2009	Title II	Chapter 1 – A1, A2 Chapter 2 – A6
OBJECTIVE	03-09, 04-09	

2.2. Programme Strategic Framework

In order to align the key activities of the Programme and, in particular, the concept refinement, the validation and the architecture ones, some high level guidance and management has to be provided by the SJU. A set of documents will be prepared in order to be used for the top down result oriented approach during the ramp-up phase of the Programme. These documents, which are described in the following sections, will constitute the initial Programme Strategic Framework and will be further refined and updated along the ramp-up phase and during the projects execution. They will constitute the foundation for the future management of Concept, Validation and Architecture activities by the SJU.

2.2.1. Concept Storyboard

A concept story board is being developed by the SJU to help in guiding the time scheduling of the work programme activities as well as to guide the steps of performance development work to where it

makes the most positive impact to airspace users. The Storyboard approach will ensure that the concept is developed with an operational drive in a clear and unambiguous manner; it translates the “implementation packages” into operational and technical advances which enable stakeholders to understand what types of operations will be possible in which timeframe. Therefore, the storyboard facilitates an incremental validation and phased deployment and supports the scheduling of the programme in accordance with the Master Plan.

The concept story board first version will be available for the Master Scheduling preparation (1st Quarter 2009).

BUDGET 2009	Title II	Chapter 1 – A1, A2
OBJECTIVE	03-09, 04-09	

2.2.2. Validation Strategy

The SJU is also developing an overall validation strategy document as described in the DOW WP 2 in order to provide guidance on how to focus real life validation activities from a system-of-system and business investment perspective in order to safeguard buy-in and value adding proof of concept validations.

A first version of the Validation Strategy will be available before the start of the ramp-up phase (2nd Quarter 2009). It will be presented to the SJU Administrative Board .

BUDGET 2009	Title II	Chapter 1 – A1, A2
OBJECTIVE	03-09, 04-09	

2.2.3. Architecture Strategy

The SJU will develop an Architecture Strategy defining how Enterprise Architecture, Service Oriented Architecture (identified in the Definition Phase) and the System of Systems approach will be addressed in the Programme; providing the required guidance material to the various projects including Work Package B.

A first version of the Architecture Strategy will be available for the start of the Development Phase project initiation activities (2nd Quarter 2009). It will be presented to the SJU Administrative Board.

BUDGET 2009	Title II	Chapter 1 – A1, A2
OBJECTIVE	03-09, 04-09	

2.3. Scheduling

In close partnership with the Industrial Support team (see below), the SJU will develop as part of the SEAR PMP a Master Schedule that will allow sequencing of the various activities & project tasks of the programme. The Master Schedule will be linked, to one end, with the Master Plan and, to the other end, to the projects schedules. A first pre-ramp up Schedule will be available during the 1st Quarter 2009 to allow for the preparation of the projects kick off. It will be regularly updated, in particular after the ramp-up phase to deliver the version 1 of the Master Schedule in the 4th Quarter 09.

BUDGET 2009	Title II	Chapter 1 – A1, A2
OBJECTIVE	03-09, 4-09	

2.4. Risk Management

Risk management will be addressed in priority and will provide an appropriate answer to the Council's Resolution of 9 October 2008 A first version of the risk management process and plan will be defined by the end of the 1st Quarter 2009 (with the goal to provide first elements in view of the Transport Council of March 2009) and will include risk & opportunities identification, prioritisation, assignment and mitigation. Internal and external risks will be considered with an initial focus on strategic hazards.

Being an “enterprise risk management” process, it will cover aspects related to the Programme as well as to the SJU as entity. It will contribute to define the internal control framework necessary to provide reasonable assurance on the sound financial management of the resources.

BUDGET 2009	Title II	Chapter 1 – A1, A2
OBJECTIVE	02-09	

2.5. Quality System

Process description will be addressed as a priority in order to allow a sustainable growth of the SJU. Quality control & assurance will be implemented at SJU and Programme level. The SJU Quality Management System to be put in place by the end of 2nd quarter will contain policies, processes, organizational description including responsibilities and governance methods. The SJU will use international standards (such as ISO 14001, ESARR 4) and industry best practice frameworks (PMI, CMMI for Acquisition) and consider the possibility to get certified.

The quality management of the Work Programme will rely on a Quality Gate control. These Quality Gates are a formal review, which aims at giving the Authorization to Proceed from a given phase to the next one. This authorisation is subject to Entry and Exit conditions.

BUDGET 2009	Title II	Chapter 1 – A1, A2
OBJECTIVE	03-09 & 4-09	

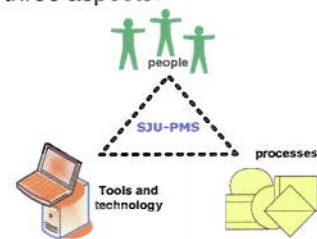
2.6. Programme Management System (PMS)

The objective of the SJU PMS is to support the SJU in its mission to manage the SESAR Programme and this, in particular, to:

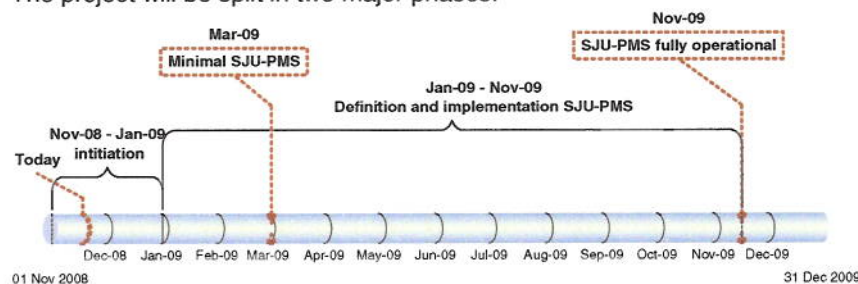
- collect, store and archive management related information
- enable validation, quality checking and auditing
- enable planning, tracking and monitoring
- communicate and disseminate information to any stakeholders
- enable governance and manage change following decision making.

Like any other system, the SJU's programme management system involves three aspects:

- the defined processes to achieve the objectives of the SESAR Programme management performed by the SJU
- the technology and tooling to enable the processes to be executed
- the people to execute the processes who have to be organised and trained



The project will be split in two major phases:



BUDGET 2009	Title II	Chapter 2 – A3, A4, A5, A6
OBJECTIVE	03-09, 4-09	

2.7. Engineering methodology

SJU engineering methodologies are the procedures, processes and tools that will be uniformly applied to ensure an overall consistency and coherence throughout the SESAR Work Programme (i.e. System of Systems (SoS) level).

Each Work Package defined in the Programme is, as part of the contractual arrangements, to comply with the SJU engineering methodologies which include the SoS Technical Coherence and SoS Coherence. This compliance will support the SJU in its endeavours to achieve the overall performance benefits of the Programme and to avoid divergence and fragmentation.

The SJU has contracted the System of System and Technical Coherency to an Industrial Support provider (AIRBUS). The contract started on 17/10/2008 and its first phase (6 Months) will mainly address the preparation of the Programme Ramp-up phase. In 2009, the Industrial Support will deliver among others:

- The IS PMP V0 (1st Quarter 09) and V1.0 (2nd Quarter 09)
- The System Engineering Management Plan (SEMP) V1.0 (2nd Quarter 09) and V2.0 (4th Quarter 09)
- The Engineering Framework V0 (2nd Quarter 09)
- The Operational Requirement Document (ORD) Preliminary version (3rd Quarter 09) and V0(4th Quarter 09)

BUDGET 2009	Title II	Chapter 2 – A5
OBJECTIVES	03-09, 04-09	

2.8. Programme Ramp-up

Project will be initiated according to the ramp-up schedule; this will constitute the initiation phase.

The ramp-up of the SESAR R&D Programme will start immediately after the signature of the membership agreements. In line with the lifecycle defined in the agreements, projects will be kicked off and during the initiation phase, the SJU together with the projects partners will further refine the each project content, milestones, dependencies and deliverables. The refinement of the interdependencies will concern, in particular, the operational projects (WP4 to 8) and their technical counterparts (WP9 to 15) where the prototypes will be developed. At this stage, the alignment of the projects towards the required overall Technical Coherence will be supported by the Engineering Methodology deployed by the Industrial Support.

As a result of this phase, the duration of which depends of the relative maturity of the project, reports detailing the key elements of the PMP will be validated by the SJU who will authorize the start of the execution phase of the project. This process will allow a sequential and adapted start of the Programme while avoiding any unnecessary later administrative delay and/or waste of resources.

It is estimated that projects will be initiated as follows:

- 20% of the projects (i.e. about 40 projects) will be initiated during the 2nd Quarter 09,
- 20% (i.e. about 40 projects) will be initiated during the 3rd Quarter 09,
- 30% (i.e. about 60 projects) will be initiated during the 4th Quarter 09,
- remaining 30% will be initiated in 1st Quarter 2010.

One of the key output of the initiation phase will also be a refined budget plan covering in principle the period 2009-2013.

BUDGET 2009	Title II	Chapter 1 – A1, A2 Chapter 2 – A5, A6
OBJECTIVE	04-09	

2.9. Specific process for WP11 Flight/Wing Operations Centre System

Given the lack of maturity of the project proposals for WP11, the SJU has decided, in consultation with the Steering Group, to handle WP11 separately from the Invitation to Submit Final and Binding Offer in

order to reach the necessary quality level of the Description of Work for this Work Package. This process is however expected to be synchronized as soon as possible to the rest of the Programme. Contracts are expected to be in place within the first half of 2009.

BUDGET 2009	Title II	Chapter 2 – A6
OBJECTIVE	05-09	

2.10. Programme Awareness

Considering that more than 1000 people will be involved in the Programme, it is therefore critical to ensure that they share common knowledge of the SESAR objectives and Programme principles; a set of minimum awareness requirements will be defined and progressively implemented.

SESAR JU is already in the process of producing a set of SESAR awareness material that can be used to introduce or update any person involved in the SESAR development phase. The material will be available for the 1st Quarter 2009 and will be in the form of e-learning material, presentations and brochures that will focus on the SESAR Master Plan, The SESAR concept of operations and the SESAR JU and the development phase work programme. . Awareness is closely linked and follows the overall guidance of the Communication Plan as described under Article 6 below.

BUDGET 2009	Title II	Chapter 1 – A1, A2 Chapter 2 – A6
OBJECTIVE	04-09	

2.11. Early Activities 2009

The SESAR Programme will take its full speed in the course of 2009, However a number of activities are required to ensure smooth transition towards the execution phase of the SJU projects during the 1st and 2nd quarters 2009. Considering that EUROCONTROL is already member of the SJU, such activities can be initiated and conducted by EUROCONTROL under the same framework – legal, financial and operational – of the overall SESAR Programme.

The scope of such activities is to:

- keep the momentum on some ongoing projects already contributing to realise the ATM Master Plan and directly supporting by delivering early studies and other outputs to the projects which are part of the SJU work programme,
- initiate short duration task/studies to progress a number of issues and create a baseline for the relevant projects.
- be able in a certain number of the above cases to meet milestones imposed by the international context (e.g. World Radio Conference 2011).

A list of early activities in line with the criteria above will be identified and formally agreed between the SJU and Eurocontrol before the end of January 2009.

3. Stakeholders involvement & Buy-in

3.1. Involvement of the Civil and Military Airspace User community

In order to provide the Programme with Airspace User technical expertise framework contracts will be awarded to Civil Airspace Users selected through an ad-hoc tender procedure. The execution of the contract will be geared at supporting the overall Programme organisation and project life-cycle as defined by the SJU. In more practical terms this will include a first phase where Airspace User experts will participate to the initiation of the Programme (project refinement...) followed by a second phase of execution. In this phase, Airspace User expertise will be delivered to the WP leaders on a project-by-project basis. The involvement of the Military community will be secured through DCMAC as part of the overall negotiation process between the SJU and Eurocontrol.

BUDGET 2009	Title II	Chapter 2 – A5
OBJECTIVE	06-09	

3.2. Involvement of the Professional Staff Organisations

In order to provide the Programme with relevant expertise for the critical phases of the projects, framework contracts will be awarded to the professional staff organisation.

BUDGET 2009	Title II	Chapter 2 – A5
OBJECTIVE	07-09	

3.3. ATM Performance Partnership (ATMPP)

For the endorsement of the results of the Programme by the wider ATM community, the SJU will establish a Performance Partnership. Within this process, ATM stakeholders will endorse major changes and ensure the buy-in within their own community, on the basis of their assessed contribution to the performance targets of SESAR. This Performance Partnership will ensure that decision made at the SJU Administrative Board regarding the Master Planning are fully supported and understood by the ATM Community. The process will be implemented in second half of 2009.

BUDGET 2009	Title II	Chapter 2 – A5
OBJECTIVE	09-09	

4. Specific Activities

4.1. Atlantic Interoperability Initiative to Reduce Emissions (AIRE)

In 2009, the focus will be on intensified coordination in Europe and with the FAA in order to further strengthen the AIRE partnership in view of gate-to-date demonstrations expected in 2010. This will be achieved through the consolidation of the results collected from live trials during 2008, the launch of new demonstration projects that will be co-funded by the SJU as well as the consolidation of results from other relevant on-going FP6/7 and Eurocontrol projects in this domain.

BUDGET 2009	Title II	Chapter 2 – A5
OBJECTIVE	10-09	

4.2. Mobile Communication Study

A dedicated study on mobile communication will be launched by the SESAR JU in order to clarify some issues which were not sufficiently detailed during the Definition Phase and for complementing the work as undertaken under Sub Work Package 15.2 of the SESAR work Program. The scope will cover the mobile sub-networks supporting the exchange of information between an aircraft and any other users (e.g. ground system, other aircraft, space system) for Communication, Navigation and Surveillance Services, if these services are proven to be beneficial to the users.

The study will be further defined and launched according to the result of the initiation of dependent WP 15 projects, possible during the 2nd or 3rd Quarter 2009.

BUDGET 2009	Title II	Chapter 2 – A5
OBJECTIVE	04-09	

5. Coordination with External Agencies

5.1. NextGen

"NextGen is a wide ranging transformation of the entire US national air transportation to meet future demands and avoid gridlock in the sky and in the airports. It moves away from legacy ground based technologies to a new and more dynamic satellite based technology. Technologies and activities that support this transformation are currently part of the FAA's investment portfolio." (FAA, Feb14 2007)

The SJU is committed, to doing all that is necessary in order to coordinate with the support of the European Commission with other regions and in particular the US by bringing together public and private resources across the EU and in third countries. The call for a stronger cooperation came already at the recent ICAO Forum held in Montreal from 8-10 September 2008. The two programmes address the urgent need to modernise two of the world's busiest air traffic control systems and require a close coordination.

The coordination with NextGen will be further developed in 2009. It will be:

- Governed by the EC/FAA Memorandum of Understanding,
- Executed under the supervision of the SJU by SJU members.
- Identifying key areas of co-operation for operational and technical interoperability.

BUDGET 2009	Title II	Chapter 1 – A1, A2
OBJECTIVE	08-09	

5.2. Programme Co-ordination with ESA IRIS Programme

The SJU with the support of the European Commission will establish a direct inter-programme agreement with the IRIS Programme to ensure complete alignment between the SESAR Work programme and the proposed deliverables from the ESA Iris Programme.

ESA launched the Iris Programme, with the objectives to: develop a new satellite-based Air-Ground communication system for Air Traffic Management (ATM) on the basis of the SESAR requirements, and validate its end-to-end performance. The new system shall allow the use of low-cost avionics and seamless transition between high-density continental and remote and oceanic areas. Such development is currently subject to agreement with the SESAR JU/European Community and the identification of the future Operating Entities).

BUDGET 2009	Title II	Chapter 1 – A1, A2
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5.3. Clean Sky

Clean Sky and SESAR are two major initiatives launched under the European Community, aiming at improving Air Transport with regard to environmental performance. Although the focus areas are different both in terms of scope and timeline for deployment, it is necessary during 2009 to define an appropriate interface to ensure consistency of the corresponding projects requirements over time, and to be able to identify possible repercussions/synergies from one project on the other. This interface will be defined once the Clean Sky JTI is fully operational.

BUDGET 2009	Title II	Chapter 1 – A1, A2
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5.4. Framework Programme (FP) Projects

To ensure fragmentation of R&D effort in Europe does not impact SESAR Development, the SJU will work very closely with Framework Projects under the European Community dealing with relevant ATM

issues. In particular, the SESAR JU will assist the European Community in reviewing and aligning with the SJU work programme according to the European ATM master Plan. The SJU may elect to take a Project, Operations or Technology lead in some of these projects if required.

BUDGET 2009	Title II	Chapter 1 – A1, A2
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5.5. ICAO

International cooperation is a top priority for SESAR and the SESAR Joint Undertaking, as the managing entity of the Programme's development phase. The SJU through its members, its associates and in coordination with the ICAO office of the European Commission is committed to do all that is necessary to coordinate with ICAO as needed to facilitate the overall aim of interoperability and other international cooperation. The call for a stronger cooperation came already at the recent ICAO Forum held in Montreal in September 2008.

The coordination with ICAO will be further developed in 2009.

BUDGET 2009	Title II	Chapter 1 – A1, A2
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6. Communication plan

The success of the SJU and the achievement of the SESAR Work Programme results from a proper communication of the correct messages to the ATM community and to the SJU stakeholders. In this respect a detailed communication plan has been established and is submitted to the ADB under document SJU-AB-08-08-DOC-05, "Communication Plan SESAR JU".

BUDGET 2009	Title II	Chapter 1 – A1, A2, A3, A4
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7. Administration & Finance

7.1. Conclusion of the ongoing membership accession phase

The first quarter of the year will be dedicated to the completion of the ongoing membership accession phase launched in 2007. In particular, during the first two months of 2009, resources will be dedicated to the assessment of the offers received in answer to the final and binding invitation to offer launched in the second half of December 2008. This selection process will be concluded by an ADB decision to award the membership; it will be followed by the launch of the necessary steps bringing to the signature of the Membership Agreements and Multilateral Framework Agreement.

BUDGET 2009	Title II	Chapter 1 – A1, A2 Chapter 2 – A5
OBJECTIVES 2009	01-09	

7.2. New statutes implementation

It is expected that the new Council Regulation with the new SJU Statutes in annex will be adopted by the European Council in December or January at the latest. Its entry into force is expected by the end of February 2009. This will entail the alignment of the SJU organisation in all main aspects to the full status of Community Body. In particular, this will imply:

- The negotiation and conclusion of an agreement with the Belgian authorities with regard to the Privileges and Immunities of the SJU and the set up of the framework for the recovery of possible taxes and social costs;
- The establishment of a new Financial Regulations, its implementing rules, accounting principles and financial circuits;
- The change of the employment contracts of the current staff of the SJU, through the

transitional measures referred to in the new Council Regulation, including a new selection process. This will include also the closure of all the contracts related to the employment conditions under the Belgian Law system;

- The preparation and signature of service level agreements for the services to be provided by the Commission;
- The implementation of the transitional IT systems to support the financial management of the SJU until the implementation of ABAC and SAP (the accounting system of the Commission) expected not before 2010.

These tasks will mostly cover the first 9 months of the year and will involve all the Units of the Administration and Finance Division.

BUDGET 2009	Title II	Chapter 1 – A1, A2, A3, A4
OBJECTIVES 2009	11-09	

7.3. To make of Administration and Finance a support Division

In order to achieve the overall mission of the SJU and the Work Programme, the Administration and Finance Division is a key element. It shall be set up in a manner to ensure the necessary support to the Operations and, at the same time, to establish the necessary internal control systems able to provide the reasonable assurance with regard to the sound financial management of the resources and the legality and regularity of the underline transactions.

This requires the upgrade of the current structure of the Division to a more solid entity, to be able to answer the complexity of the Programme. The implementation of the above mentioned Programme Management System, capable to interchange data and information with the Financial Management System of the SJU is a key element in the overall internal control framework.

With regard to the contributions and relations with the SJU members, an audit strategy will be established during the first half of 2009 in consultation with the SJU's Internal Auditor. It is expected that framework contracts will be signed with audit service providers to perform on the spot value for money controls and verifications under the supervision of the SJU.

The Legal and Procurement Unit will be reinforced to be capable to manage the contractual issues related to procurement and the membership agreements. The same for the Budget and Finance Unit to ensure that financial circuits are effective.

A system of delegation of authorities will but in place to provide for the most adequate segregation of functions without diluting the accountability of the actors involved.

The risk management processes will support the Division in the achievement of these objectives and the establishment of the most cost effective internal control system.

BUDGET 2009	Title II	Chapter 1 – A1, A2, A3, A4
OBJECTIVES 2009	12-09	

7.4. Recruitment Plan and HR management

The SJU staff, excluding the PSO, is expected to increase from the current 14 units at the end of October 2008 to 38 by the end of 2009. This recruitment plan, together with the change of employment contracts of the current staff, will require a big effort for its achievement. The increase of staff answers the need to reinforce the structure, on the one hand, to ensure the necessary resources for the sound financial management of the funding and other members' contribution and, on the other hand, for the overall project management of the Work Programme.

The HR Unit will be required to follow up the implementation of a performance evaluation system in line with the Commission standards.

BUDGET 2009	Title II	Chapter 1 – A1
OBJECTIVES 2009	12-09	

7.5. Move into new building

The Administrative Board approved the move to new premises in July 2008. It is expected that the move take place during the first quarter of 2009, once the negotiations with regard to the current premises will be finalised. The move will include the full set up of the new premises, which will require strict supervision by the SJU. The call for tender launched in December 2008 should ensure the most cost effective set up.

BUDGET 2009	Title II	Chapter 1 – A1, A2, A3, A4
OBJECTIVES 2009	12-09	