

EASA SPD 2020-2022
Cologne, 12-13 December 2019

Single Programming Document **(SPD) 2020-2022**



EASA

European Union
Aviation Safety Agency



EASA MB 2019-02
Cologne, 12-13 December 2019

WP11A: EASA
Single Programming document (SPD) 2020-2022
(Presented by EASA)

Summary:

This document presents the Single Programming document (SPD) 2020-2022.

Actions to be taken:

The Management Board is invited to adopt the Single Programming document (SPD) 2020-2022 .



Table of content

Table of content	2
Foreword	4
Vision & Mission	7
I General Context	9
II Multi-annual work programme 2020-2022	12
II.1 Multi-annual objectives	12
II.2 Multi-annual work programme	18
II.3 Financial and Human resources outlook	25
III Work Programme 2020	26
III.1 Executive summary	26
III.2 Safety Intelligence & Performance	27
III.3 Product Certification	30
III.4 Organisation Approvals	33
III.5 Third Country Operators	35
III.6 Standardisation	36
III.7 EU Ramp Inspection Programme	38
III.8 International Cooperation	40
III.9 Rulemaking	43
III.10 Applicant Services	45
III.11 Transversal and Enabling Activities	48
IV Annexes	55
IV.1 Resource allocation per activity	55
IV.2 Human and Financial resources	56
IV.4 Human resources policies	63
IV.5 Buildings	68
IV.6 Privileges and immunities	68
IV.7 Strategy for cooperation with third countries and/or international organisations	69
IV.8 Strategy for achieving efficiency gains and synergies	70
IV.9 Strategy for the organisational management and internal control systems including their anti-fraud strategy as last updated	70
IV.10 Evaluations	71
IV.11 Risk register 2020	72



IV.12 Procurement plan 2020	99
IV.13 Organisation chart	101
IV.14 Agency KPI dashboard	102
IV.15 European Commission Assignments 2020-2022	111
IV.16 European Plan for Aviation Safety 2020-2024	128
IV.17 Summary Tables Budget 2020	129
IV.18 List of acronyms	153
IV. 19 Contingency Plan for No Deal Brexit	154



Foreword

The EASA Single Programming Document (SPD) for the period 2020-2022 is the Agency's second multi-annual programme since the entry into force of EASA's revised Basic Regulation in mid-2018. EASA is now deep into a transformation process, seeking ways to deliver on its expanded remit by unlocking efficiencies and reducing costs.

Many of our new activities are driven by the growing societal desire for new products and technologies – motivated by environmental objectives or by innovation. While the sheer speed of change presents a regulatory challenge, it is essential that EASA as the guardian of safety has a clear remit in these areas.

At the same time, EASA's core processes of certification, rulemaking, organisation approval and standardisation are fundamental to building and maintaining a high level of safety and environmental protection. Our overriding principle as we re-balance our activities is that we must not compromise on the quality of our work. "Approved by EASA" must remain a synonym for safety in aviation.



Drones and Environment

EASA is completing the EU regulation framework for [Unmanned Aircraft Systems \(UAS\)](#) which will form the basis for the development of a common and safe European market for drones. The [U-Space](#) Commission Regulation will be a key enabler to support UAS integration in the airspace.

Stepping up efforts to be more climate-friendly, quieter and improve air quality, EASA is already actively contributing to the objective of [sustainable aviation](#) and delivering on the Paris commitments. This will be a key focus in 2020-2022. The activities here will include facilitating novel [climate-friendly technologies](#) (electric- and hybrid aviation, fuel cell technologies) as well as [sustainable aviation fuels](#).

In addition, EASA will continue to support the implementation of market-based measures to limit emissions (ETS and CORSIA) and contributing to efficient resource use by developing [circular economy activities](#).



Innovation, Artificial Intelligence, Digitalisation

EASA's [Innovation Cell](#) is closely monitoring new developments and engaging in partnerships with industry on new technologies. Partnerships are also being built with the EASA states: a cooperation with Norway on electrifying air transport has just started and first results of this will be visible in the period 2020-2022.



Artificial Intelligence (AI) is developing at a fast pace and being adopted widely, including in aviation. AI not only affects the products and services provided by the Industry, but also triggers the rise of new business models and affects the Agency's core processes. Liability, ethical, social and societal dimensions of AI are gaining increasing attention and this is expected to intensify further in the coming period. To address this, EASA is developing an AI roadmap to set a long-term vision. The roadmap takes account of the EU Commission AI Trustworthiness Ethical Guidelines¹.

Digitalisation of EASA processes is driven by the CORAL programme. By 2021 CORAL will significantly contribute to EASA's transformation, freeing significant resource. EASA is striving to take advantage of digitalisation, process simplification and new ways of working to be more effective and provide better alignment with the aviation industry.

Research and Development activities will be essential in the coming years to increase knowledge and establish new partnerships, built on the EASA vision.



Aviation Security

EASA is extending its traditional perspective of addressing chance events to a more contemporary one which also includes intentional acts. The move towards an integrated safety-security system is one of the main targets EASA is setting for the years to come.



Air Traffic Management

Taking account of the latest developments and strategic discussions on Air Traffic Management (ATM), EASA is launching an ATM Coordination Programme to improve the overall performance of the European ATM system and supporting the digital transformation of the European sky.



Engagement with social partners

EASA is enhancing its cooperation with social partners so as to reinforce its capacity in assessing the potential social impacts of its regulations. With the support of EU Aviation Social Partners, it is also working on the improvement of its methodology for social impact assessments.

¹ <https://ec.europa.eu/futurium/en/ai-alliance-consultation>





Military Aviation

With the roadmap established with NATO on RPAS and Cybersecurity and a harmonised work programme agreed with the European Defence Agency (EDA) on all major aviation domains, EASA will continue to enable mutual understanding of civil and military aviation, sharing experiences and knowledge and assessing possible synergies.

Our programme for the next SPD period is varied and challenging, testing the limits of our existing resources and budget, particularly given the urgency for action in a number of areas to ensure that regulations are in place that safeguard the safety of Europe's citizens.

We are embracing this challenge.



Vision & Mission

Vision statement:

"Ever safer and greener civil aviation."

Mission statement:

"Our mission is to provide safe air travel for EU citizens in Europe and worldwide."

The wording is fully aligned with the legal mandate defined in the founding act as outlined below.

Legal base

Decision	Date	Mission/ Tasks / Functions
REGULATION (EC) No 1592/2002 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 15 July 2002 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency (REPEALED)	15 July 2002 27 September 2002 (Entry into force)	Airworthiness Environmental compatibility The original Agency's responsibilities, given by Regulation (EC) 1592/2002 (repealed by Regulation (EC) 216/2008) include: expert advice to the EU for drafting new legislation; inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States; safety and environmental type-certification of aircraft, engines, parts, appliances and continuous monitoring of their airworthiness; approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations; EASA is also responsible for some specific executive tasks as specified in Commission Regulation (EC) No 768/2006 (regarding the collection and exchange of information on the safety of aircraft using Community airports and the management of the information system).
REGULATION (EC) No 216/2008 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 February 2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency, and repealing Council Directive 91/670/EEC, Regulation (EC) No 1592/2002 and Directive 2004/36/EC (REPEALED)	20 February 2008 08 April 2008 (Entry into force)	Airworthiness Environmental compatibility Flight Crew Licensing Operation of Aircraft Safety of foreign operators Regulation (EC) 216/2008 extending the Agency's competences entered into force on 8 April 2008. With this extension the Agency got responsibilities to develop the regulations in the fields of air operations (OPS), Flight Crew Licensing and the oversight of Third Country Operators (TCO). As well as to carry out (according to Regulation (EC) 736/2006) standardisation inspections for air operations, flight crew licensing and flight simulators and to perform the certification of foreign synthetic training devices, pilot training organisations and aero medical centres, and certification tasks linked to the authorisation to third country operators.
Last amended by REGULATION (EC) No 1108/2009 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 21 October 2009	21 October 2009 14 December 2009 (Entry into force)	Aerodromes AirTraffic Management (ATM) Air Navigation Services (ANS) On 7 September 2009 the Council adopted the regulation extending EASA's competencies to cover the safety of aerodromes, air traffic management and air navigation



amending Regulation (EC) No 216/2008 in the field of aerodromes, air traffic management and air navigation services and repealing Directive 2006/23/EC		services. In particular, EASA's new tasks cover rulemaking and standardisation inspections. In addition, as far as safety and technical issues are concerned, it will be necessary to coordinate rulemaking activities with the Single European Sky framework, including the related research (SESAR) and implementing rules as well as the new objectives set for its implementation.
REGULATION (EU) 2018/1139 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on common rules in the field of civil aviation and establishing a European Union Aviation Safety Agency, and amending Regulations (EC) No 2111/2005, (EC) No 1008/2008, (EU) No 996/2010, (EU) No 376/2014 and Directives 2014/30/EU of the European Parliament and of the Council, and repealing Regulations (EC) No 552/2004 and (EC) No 216/2008 of the European Parliament and of the Council and Council Regulation (EEC) No 3922/91	04 July 2018 11 September 2018 (Entry into force)	<p>Aviation Safety Management Airworthiness and environmental protection Aircrew Air operations Aerodromes Air Traffic Management (ATM) and Air Navigation Services (ANS) Unmanned aircraft Aircraft used by a third-country operator into, within or out of the Union</p> <p>Regulation (EU) 2018/1139 is not so much about extending the current scope than reinforcing the current system and closing gaps and inconsistencies. It adds new technical areas, like unmanned aircraft, ground handling and aviation security (specifically cybersecurity). It also extends the whole system to adjacent areas to aviation safety, like aviation security, environment and interoperability.</p>

EASA is governed by Regulation (EU) No 2018/1139 forming the centrepiece of the aviation safety system in the EU. This system is complemented by other EU legislation some of which attributes tasks, roles and/or responsibilities to EASA, e.g. Regulation (EU) No 996/2010 on the investigation and prevention of accident and incidents in civil aviation, Regulation (EU) No 376/2014 on the reporting, analysis and follow-up of occurrences in civil aviation and Regulation (EC) No 2111/2005 on the establishment of a Community list of air carriers subject to an operating ban within the Community. For reasons of readability this legislation is not included in this table.



I General Context

EASA is the European Union Agency for aviation safety. The main activities of the organisation include the collection and analysis of safety intelligence and performance data to derive strategic action plans, the certification of aviation products and the approval of organisations in all aviation domains (design, production, maintenance, training, Air Traffic Management, etc.). The Agency also drafts regulatory material setting up common standards for aviation in Europe and monitors the effective implementation of such standards in Member States; to this end EASA deploys on an increasing scale a performance based approach to rulemaking and a risk centric approach to monitoring activities, whenever appropriate. Established in 2002, the Agency is composed of more than 800 aviation experts and administrators from Member States. The work performed by the Agency is complemented by activities run by National Aviation Authorities (NAA) as part of the EASA System.

Emerging policy priorities

- **Digitalisation:** EASA is engaging with industry to leverage digital technologies, which are enabling fundamental innovation and disruption in the sector. EASA is engaging with industry and Member States to leverage digital technologies and enable innovation.
- **Innovation, Disruptive technologies, Electric & Hybrid Propulsion:** EASA prepares itself to better support innovation from the Industry (e.g. Artificial Intelligence, block chain technologies, extensive automation, eVTOL, etc.) that may affect the Agency's organisation, processes or regulatory activities.
- **Sustainable Aviation/Circular Economy:** EASA has an explicit mandate to protect the environment, climate and human health. The Agency is thus stepping up its actions towards a cleaner, quieter and more sustainable aviation system. Initiatives include actions to increase CO2 efficiency, electric and hybrid technology applications as well as sustainable aviation fuels. Furthermore, EASA continues to evolve its certification process and to integrate effective standards as e.g. the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). An Environmental label is being developed to increase transparency and support decision-making. As regards circular economy, the Agency works to establish a monitoring approach for aviation.
- **Social Component of safety:** EASA is enhancing cooperation with EU social partners in aviation in order to reinforce EASA capacity in assessing potential social impacts of its regulatory activities and to address socio-economic risks to aviation safety.

Summary of new and changing Agency tasks

Like thousands of other organisations, EASA has to prepare itself for the uncertainty of the UK leaving the EU. Although negotiations between the EU and the UK government on the Withdrawal Agreement have formally concluded, at this point in time a No Deal Brexit appears to be an increasingly likely outcome. EASA has to be ready for this eventuality and in coordination with the European Commission has put in place contingency measures (further details c.f. IV.19 Contingency Plan for No Deal Brexit).

Brexit under a Withdrawal Agreement

The political process still aims to achieve a ratified Withdrawal Agreement. This SPD has therefore been prepared on the assumption that the relevant parts of the current draft Withdrawal Agreement will ultimately be adopted, meaning that the UK will continue to be an EASA Member State until the end of 2020. To all intents and purposes the impact on EASA's workload will be limited to providing an EASA contribution to negotiations on the future relationship in aviation from 2021.



It should be noted that the SPD 2020-2022 is currently based on the following assumptions:

- The UK withdraws from the EU on 31.01.2020;
- In the short term the SPD still reflects a Brexit scenario with a deal that includes a transition period to 31.12.2020;
- In the long term (3 to 5 years) a new relationship with the UK is defined and put in place that would allow confidence in the UK aviation system post Brexit.

No Deal Brexit

In the absence of a Withdrawal Agreement, EASA's main reference documents are the European Commission's Notice to Stakeholders in the field of EU aviation safety rules published on 18.01.2019 and European Commission Communication (COM(2018) 890 final) implementing the Commission's Contingency Action Plan. In this scenario EASA will operate in a new legal environment. The impact on workload will be significant and EASA would:

- Oversee around 600 new third country approvals i.e. those from UK organisations;
- No longer act as State of Design for UK products;
- Reassign tasks outsourced under the current partnership agreement with UK CAA;
- Contribute to negotiations on the future relationship in aviation after withdrawal.

Developments in relation to key partners

Member States and Industry

A large number of proposed Agency actions directly affect Member States and the industry. EASA has developed a structured approach to consult with Member States and industry organisations, who are its key partners, creating advisory bodies (for further details c.f. IV.7. *Strategy for cooperation with third countries and/or international organisations*)

Advisory bodies (ABs) are composed of representatives of EASA Members States and selected third countries with working arrangements or specific agreements with the Agency. They also include specific organisations, such as the European Defence Agency, as well as the European Commission. The consultation process of advisory bodies is based on detailed rules of procedure that have been approved by the EASA Management Board and include publically available information on minutes of meetings and contact lists of participating states and organisation. Advisory bodies provide the Agency with a forum for consultation with national authorities (MAB, Member States Advisory Body) on Agency priorities, both at strategic and technical level. Consultation covers all aspects of the rulemaking process. They advise the Agency on EU-wide safety priorities, strategic and horizontal issues. Advisory bodies are key contributors to the Agency Rulemaking Programme and the European Plan for Aviation Safety (EPAS).

In addition, EASA consults the so-called Stakeholder Advisory Body (SAB) of industry representatives, whose groups and compositions are also defined in dedicated rules of procedure approved by EASA's Management Board.

Partnership Agreements

To enhance the performance and resilience of the European system, partnership agreements are being put in place with national aviation authorities. This allows for more structured cooperation by:

1. Broadening access to partnership agreements for more national aviation authorities. In 2019 new partnership agreements were signed with Romania and Portugal. Further candidates include Hungary, Greece, Croatia, Belgium, Luxemburg, Bulgaria, Latvia, Lithuania and Slovenia.
2. Deepening the partnership to include new activities related to international technical cooperation, and the reallocation of responsibility under articles 64 and 65 of Regulation (EU) 2018/1139.

International Organisations.



The revision of EASA's Basic Regulation in 2018 strengthened EASA's mandate in the international dimension, especially in relation to the International Civil Aviation Organisation (ICAO). The contribution to the coordination of European positions at ICAO level remains a priority activity for the Agency. Being a strong believer in regional cooperation, EASA intends to strengthen its ties with the European and North Atlantic ICAO Office as well as with the European Civil Aviation Conference, to continue extending some of the highlights of the EASA system (such as the European Plan for Aviation Safety) to other European countries. Being itself recognised as a Regional Safety Oversight Organisation (RSOO) under the ICAO system, EASA sees a pivotal role for RSOOs in enhancing the safety performance of Contracting States, and will continue to engage with other sister organisations in different forms of cooperation.

International Partners.

2020 will see two additional BASA (Bilateral Aviation Safety Agreement) partners for EASA: China and Japan. EASA will work together with its partners to implement working procedures that will strengthen the relationships between authorities, and bring stability and certainty to European industry. Also in relation to countries where a bilateral does not exist, the Agency will continue to deepen the relationship with important partners, namely through the signature and implementation of Working Arrangements.

Efficiency gains, negative priorities

During the F&C Regulation review, the potential for efficiency gains was analysed having in mind the need to support industry limiting as much as possible further price increases. At the same time, the need was identified to reorganise the work so as to free up capacity to tackle new work entrusted to EASA through the Basic Regulation and via specific requests from the Commission.

An assessment of the potential for efficiency gains at EASA was performed at the beginning of 2019 as part of the F&C review process. This involved looking at processes, ways of working, and other levers such as automation, organisation structure or EASA's outsourcing strategy. As a result of this analysis, EASA strives to take advantage of digitalisation, process simplification and new ways of working to reduce the resources required to achieve a given result. The main objective of the programme is to transform EASA into an organisation that is capable to constantly improve on its own, is fit for the future, and more aligned with the aviation industry.

EASA will begin its transformation programme in 2020 with the ambition to reach at least 8% efficiency gain by 2023 (for further details c.f. *IV.8 Strategy for achieving efficiency gains and synergies*).



II Multi-annual work programme 2020-2022

This section summaries the Agency's mid-term ambitions. Every process or project is highlighted and linked to one of the Agency's six strategic statements. A unique identifier allows the reader to trace the activity in section three and identify the specific objective relevant to next year's work programme. The annual work programme is then sorted by core value adding centre, allowing an easier reading.

This evolution reinforces the link between the European Commission's priorities, EASA's mission, the Agency's strategic statements and its processes and projects. The processes and projects are then grouped along the key value adding centres, enabling the reader a targeted follow-up.

The achievement of the activities described below is dependent on both the budget and the staffing plan, contained in the annexes of this document.

II.1 Multi-annual objectives

The Juncker's Commission priorities 2014-2019

EASA is a European Union body, therefore its planning exercise must be aligned to the ten key priorities defined by the Juncker's Commission at the beginning of its mandate.

- | | |
|--|---|
| 1. Jobs, Growth and Investment | 6. EU-US Free Trade |
| ✓ Creating jobs and boosting growth | ✓ Reaching a reasonable and balanced trade agreement |
| 2. Digital Single Market | 7. Justice and Fundamental Rights |
| ✓ Bringing down barriers to unlock online opportunities | ✓ Upholding shared values, the rule of law and fundamental rights |
| 3. Energy Union and Climate | 8. Migration |
| ✓ Making energy more secure, affordable and sustainable | ✓ Towards a European agenda on Migration |
| 4. Internal Market | 9. EU as a Global Actor |
| ✓ Stronger industry, fewer national trade barriers, stricter business ethics | ✓ A stronger global actor |
| 5. Economic and Monetary Union | 10. Democratic Change |
| ✓ A deeper and fairer economic and monetary Union | ✓ Making the EU more democratic |

Out of the above priorities, Commissioner Bulc identified the following as key priorities for the transport sector:

- Jobs, Growth and Investment
- Internal Market
- EU as a Global Actor
- Democratic Change

Cascading from these priorities, the Transport Agencies of the European Commission have been assigned the following objectives:

- Become global leaders



- One-stop shop for all domain-related matters, as defined for EASA in the Regulation (EU) 2018/1139
- Efficiency effort to be made, in particular on the simplification of processes
- Support to the industry
- Strategic alignment with the Juncker Objectives
- Innovative funding schemes

Strategic statements

The mission statement and the priorities for the Transport Agencies were transposed to six strategic statements that represent the goals to be achieved by the Agency by 2020.

1. Our ambition is to be the foremost Aviation Safety Agency in the world
(Linked to the Juncker objective: EU as Global Actor)
2. The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability
(Linked to the Juncker objective: EU as Global Actor)
3. One system based on partners working in an integrated, harmonised and coordinated manner
(Linked to the Juncker objective: Jobs, Growth and Investment)
4. The Agency builds on committed, agile and talented staff
(Linked to the Juncker objective: EU as Global Actor)
5. Rules are smart, proportionate and contribute to the competitiveness of the Industry
(Linked to the Juncker objective: Jobs, Growth and Investment)
6. The Agency will continue to be independent from political or economic influence in all its safety actions
(Linked to the Juncker objective: EU as Global Actor)

Strategic objectives

Each strategic statement has a set of underlying strategic objectives which are further described through the expected outcomes and a brief description of the actions the Agency will take to achieve the objectives. The strategic actions will be monitored through specific key performance indicators (KPIs) that together with the ones used to monitor the recurrent activities of the Agency will constitute the 'operational dashboard'.



Strategic statement 1: “Our ambition is to be the foremost Aviation Safety Agency in the world”

Strategic Objective 1.1	Facilitating competitiveness, innovation and emerging technologies which generate European success	
Outcome		Action
Achieving proportionate and performance-based regulatory actions that efficiently maintain safety, stimulate jobs, growth and European industry.		The Agency increases safety and environmental performance by facilitating new technology deployment, impact assessment, analysis and mitigation of risks and ex-post evaluations.

Strategic Objective 1.2	Sustaining worldwide recognition for the European aviation safety system	
Outcome		Action
Recognition and respect as a strong partner with integrity, transparency and professional excellence.		The Agency shall implement an “International Strategy”, promote European aviation standards and continue improving global safety and environmental protection levels.

Strategic statement 2: “The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability”

Strategic Objective 2.1	Applying an advanced, pro-active and systematic approach to aviation safety	
Outcome		Action
In consultation with National Aviation Authorities and Industry, develop a Safety Management capability that can programme and deliver effective and robust safety actions.		Within the framework of the European Plan for Aviation Safety (EPAS), the Agency shall assess, integrate and programme actions that result in Safety Promotion, Focused Oversight or Rulemaking.

Strategic Objective 2.2	Using information technology to the benefit of the European Safety Management process	
Outcome		Action
Managerial and technical processes and interactions with stakeholders are simplified, efficient and information is accessible to multiple parties.		Consistent with strategic priorities, the Agency shall implement integrated safety and environmental programming. Taking a holistic approach, the Agency shall manage the analysis of complex safety data efficiently and effectively. The Agency shall follow an “Information Security Roadmap” to protect its technical infrastructure.



Strategic statement 3: “One system based on partners working in an integrated, harmonised and coordinated manner”

Strategic Objective 3.1	Identifying safety deficiencies and taking corrective actions in a coordinated and rapid manner	
Outcome		Action
A comprehensive Risk-Based Oversight system provides safety performance monitoring of aviation activities.		The Agency shall develop and implement one harmonised Risk-Based Oversight system capable of targeted and timely responses to identified risks.

Strategic Objective 3.2	Integrating technical resource management at European level for efficiency, effectiveness and flexibility	
Outcome		Action
Competent well trained technical experts can be deployed in a coordinated manner to support safety activities and National Aviation Authorities throughout Europe.		The Agency shall identify common training needs as regards experts and facilitate access to acceptable training through the Common Training Initiative Group and through training course approvals in accordance with Article 92 of EASA’s Basic Regulation 2018. The Agency shall lead the integration of planning, deployment and support for the “common pool” of experts.

Strategic Objective 3.3	Establishing a new resource scheme to sustain the European aviation safety system	
Outcome		Action
One new harmonised resource management mechanism that forecasts revenues and reliably provides funds over the complete business cycle. Cooperative oversight and pooling of experts at EU level will also ensure a proper use of funds to sustain the European Aviation Safety System.		The Agency shall investigate, report and recommend innovative and proportionate new funding mechanisms.

Strategic statement 4: “The Agency builds on committed, agile and talented staff”

Strategic Objective 4.1	Empowering individuals to develop, engage and grow so as to deliver on our priorities	
Outcome		Action
Clear, concise and complete HR policies, procedures and practices that include encompassing recognition, training and development.		For all activities, the Agency shall ensure regular tailored job evaluations, professional growth opportunities and succession planning for its staff. The Agency shall train its staff based on training programmes and prioritised needs assessments.



Strategic Objective 4.2	Creating a quality work environment that helps staff succeed	
Outcome		Action
Facilities that encourage team work, cooperation and collaboration and encompass a paperless workplace with up-to-date support tools.		The Agency shall provide customised work premises and tools for active staff collaboration and support.

Strategic Objective 4.3	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency	
Outcome		Action
Stakeholders receive an efficient, straightforward, quality service at a high level of availability and low level of bureaucracy.		The Agency shall implement improvements, track progress, benchmark and review performance; with particular attention to developing stakeholders' two-way feedback.

Strategic statement 5: "Rules are smart, proportionate and contribute to the competitiveness of the Industry"

Strategic Objective 5.1	Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	
Outcome		Action
Consultation mechanisms and Rules, Opinions and Guidance that are objective, understandable and responsive to demand.		The Agency shall monitor the rulemaking process, in order to ensure a consistent, efficient, and effective approach. In addition the Agency shall consistently conduct preliminary impact assessments.

Strategic Objective 5.2	Assessing implementation of Rules and Regulations to ensure they are effective, proportionate and remain relevant	
Outcome		Action
A smart, effective feedback loop that leads to constantly improving aviation Rules and Regulations.		In consultation with stakeholders, the Agency shall regularly review enacted Rules and Regulations to maintain, amend, remove or replace them with measures like Safety Promotion.



Strategic statement 6: “The Agency will continue to be independent from political or economic influence in all its safety actions”

Strategic Objective 6.1	Demonstrating integrity by assuring technical independence and robustness of safety decision making	
Outcome		Action
Technical safety decision making that is objective, based on analysis, impact assessment and fair judgment and not influenced by bias or undue influence.		The Agency shall maintain a conflict of interest management system and strengthen existing mechanisms such as the job rotation scheme.

Strategic Objective 6.2	Minimising the consequences of political or unexpected constraints that may impact aviation safety	
Outcome		Action
Problems are anticipated and countermeasures are enacted so that safety risks are minimised and stakeholder expectations are satisfied.		The Agency shall employ data based decision-making processes and establish practical measures to counter safety risks stemming from resource constraints and the impact of undue influence.



II.2 Multi-annual work programme

Strategic Statement 1: Our ambition is to be the foremost Aviation Safety Agency in the world

Strategic Objective	Process / Project	No.	Short Description	Start	End
1.1 Facilitating competitiveness, innovation and emerging technologies which generate European success	European Big Data Programme – Data4Safety –	III.2 - 1.1.1	Launch and deliver the proof of concept phase of the European Big Data Programme “Data4Safety”. This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support the European Plan of Aviation Safety.	2016	2021
	Initial Airworthiness, Environmental Certification and Operational Suitability	III.3 - 1.1.2	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement)	2004	Open end
	Certification related services	III.3 – 1.1.3	Support validation of the European products by third countries’ authorities, and provide technical support to the European industry in a timely manner.	2004	Open end
	Business Programming, Reporting and Information management	III.11 - 1.1.4	Coordinate the Agency’s programming and reporting documents, as well as monitor performance via quarterly reports. Maintain the Agency’s reporting infrastructure and establish the Agency’s information structure. Together these activities constitute EASA’s management cycle: plan, do, check, and act.	2004	Open end
	Environment and Sustainability (Art.78)	III.3 – 1.1.5	Implement actions to implement EASA’s broadened mandate to prevent significant harmful effects on climate, environment and human health (art 78.1 EC 1139/2018).	2020	Open end



1.2 Sustaining worldwide recognition for the European aviation safety system	Bilateral agreement and working arrangement	III.8 - 1.2.1	Bilateral Aviation Safety Agreements (BASA) negotiated by the European Commission with EASA's proactive support. Conclusion of Working Arrangements (WA), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety, by EASA.	2004	Open end
	Technical Support	III.8 - 1.2.2	Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this, EASA shall become the leading implementer of EU funded technical cooperation programmes for safety and environmental protection in the field of civil aviation, in partnership with Member States.	2004	Open end
	ICAO cooperation	III.8 – 1.2.3	Promote the European aviation system by effectively representing coordinated European positions on matters under EU/EASA competence and supporting Member States in fulfilling their ICAO obligations.	2004	Open end
	Bilateral Aviation Safety Agreements (BASA) negotiation projects China & Japan	III.10 – 1.2.4	Support the European Commission with negotiating BASAs with China and Japan. Negotiation of Implementation Procedures for those BASAs with Japan and China Technical Agents (Japan Civil Aviation Bureau – JCAB and Civil Aviation Administration of China).	2017	2020
	Safety Assessment of Foreign Aircraft (SAFA) Coordination	III.7 – 1.2.5	Consolidate the EU ramp inspections programme for inspections on aircraft used by Third Country Operators (i.e. Safety Assessment of <i>Foreign</i> Aircraft inspections) or on aircraft used by operators under the regulatory oversight of another EU Member State (i.e. Safety Assessment of <i>Community</i> Aircraft inspections) as the leading programme in the world through continuous expansion of its membership.	2007	Open end



Military Aviation	III.11 – 1.2.6	Maintain and intensify the support and services to European Military Aviation Authorities, European Defence Agency and NATO through executing the various cooperation arrangements and by this improving flight safety in Europe at large.	2020	Open end
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Strategic Statement 2: The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability

Strategic Objective	Process / Project	No.	Short Description	Start	End
2.1 Applying an advanced, pro-active and systematic approach to aviation safety	Safety Intelligence and Performance	III.2. – 2.1.1	Ensure the Agency has a Safety Intelligence capability that integrates all relevant safety data sources with the aim to identify and prioritise the systemic safety issues along with recommendations of mitigation. This provides input to the European Plan of Aviation Safety.	2004	Open end
	Safety Promotion	III.2. – 2.1.2	In partnership with other aviation authorities and the industry, improve aviation safety by raising awareness and changing behaviour.	2004	Open end
	Cybersecurity in Aviation and Emerging Risks	III.2. – 2.1.3	Ensure that the entire aviation system is prepared to effectively address cybersecurity threats. Assist the European Commission in safety-related security issues, including an alert system for conflict zones.	2017	Open end
	Strategy and Safety Planning	III.11 – 2.1.4	Develop a European-wide safety management capability via the deployment of the European Plan for Aviation Safety. Evolve the Agency's strategy and long-term priorities in line with anticipated safety risks and technological developments in industry.	2004	Open end
2.2 Using information technology to the benefit of the European	Information Technology	III.11 - 2.2.1	Establish and implement a coherent IT architecture, considering the impact of the Regulation (EU) 2018/1139, the EU e-government action plan 2016/2020, BREXIT and the digitalisation of the European aviation industry. Provision of IT services	2004	Open end



Repository of Information (Art.74)	III.11 – 2.2.2	in accordance with the Agency's evolving role and the established Service Level Agreements.	2019	2023
		As part of the CORAL programme, establish and manage a repository of information, necessary to ensure effective cooperation between the Agency and the national competent authorities concerning the exercise of their tasks, in relation to certification, oversight and enforcement under the article 74 of the Regulation (EU) 2018/1139		

Strategic Statement 3: One system based on partners working in an integrated, harmonised and coordinated manner

Strategic Objective	Process / Project	No.	Short Description	Start	End
3.1 Identifying safety deficiencies and taking corrective actions in a coordinated and rapid manner	Continuing Airworthiness and operational suitability	III.3 – 3.1.1	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using the available resources effectively.	2004	Open end
	Design Organisation Approvals (DOA)	III.4 – 3.1.2	Establish a risk based oversight approach for the design organisation and implement Level of Involvement.	2004	Open end
	Organisation Approvals (OA)	III.4 – 3.1.3	Establish a risk-based oversight and continuous monitoring approach for organisation approvals.	2004	Open end
	Standardisation: monitor application of regulations and implementing rules	III.6 – 3.1.4	Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities. Assure uniform implementation of the rules in all domains.	2004	Open end
	Third-Country Operators Authorisation	III.5 – 3.1.5	Authorisation and Continuous Monitoring of all commercial Third Country Operators into, within, or out of EU territories, proportionate to the risk involved for EU citizens, in articulation with the EU Air Safety List.	2008	Open end
	Implementation Support	III.6 – 3.1.6	The Agency will develop a process for providing support to EASA Member States in the implementation of European aviation safety Regulations	2019	2020



3.2 Integrating technical resource management at European level for efficiency, effectiveness and flexibility	Technical Training	III.11 – 3.2.1	Ensure that EASA staff is sufficiently trained to maintain and/or further develop the required competences. Support the competency development of aviation inspectors in the EASA system.	2004	Open end
	European Central Question Bank (ECQB)	III.11 – 3.2.2	Manage the ECQB for the theoretical knowledge examinations of professional pilots and instrument ratings. The ECQB ensures that pilots at European level have the appropriate knowledge.	2015	Open end
	National Aviation Authority (NAA) & Qualified Entity (QE) outsourcing	III.10 – 3.2.3	Implement the outsourcing strategy 2017-2021 including the advancement of the new framework of partnership agreements	2004	Open end
3.3 Establishing a new resource scheme to sustain the European aviation safety system	F&C Regulation Review	III.10 – 3.3.1	Review and amend charging scheme in cooperation with stakeholders to fund certification activities carried out under the Regulation (EU) 2018/1139.	2017	2021

Strategic Statement 4: The Agency builds on committed, agile and talented staff

Strategic Objective	Process / Project	No.	Short Description	Start	End
4.1 Empowering individuals to develop, engage and grow so as to deliver on our priorities	Human Resources	III.11 – 4.1.1	Create a culture of innovation, adaptability, agility and collaboration, building on a knowledgeable and skilled workforce that is able to anticipate and quickly change, and is willing to learn and develop.	2004	Open end
4.2 Creating a quality work environment	Corporate Services	III.11 – 4.2.1	Provide a safe and efficient work environment to EASA staff and visitors. Ensure events run smooth.	2004	Open end



4.3 Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency

		Offer a fast, reliable business travel management service.		
Applicant relations	III.10 – 4.3.1	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery	2016	Open end
CORAL Phase I Programme	III.10 – 4.3.2	EASA's processes will be digitised in a single, transparent, cost efficient system with user friendly access for both internal and external stakeholders and predictable work flows.	2016	2021
Implement budget	III.11 – 4.3.3	High budget implementation rate maintained and in line with sound financial management principles.	2004	Open end
CORAL phase II+ Programme	III.11 – 4.3.4	During phase II+, EASA will exploit digitalisation by adoption of Internet of Things and Artificial Intelligence technologies where appropriate to further enhance quality of the service and support stakeholders.	2019	2023

Strategic Statement 5: Rules are smart, proportionate and contribute to the competitiveness of the Industry

Strategic Objective	Process / Project	No.	Short Description	Start	End
5.1 Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	Rules Development and Better Regulation	III.9 – 5.1.1	Modern, proportionate rules that are fit to uphold high common standards for safety and environmental protection, and ensure the competitiveness of the European industry	2004	Open end
5.2 Assessing implementation of	Develop a risk based, operation centric EU regulatory framework for Unmanned Aircraft	III.11 - 5.2.1	Establish drone services market, covering drones and its operations, airspace rules for low-level airspace and the creation of the U-Space.	2016	2023



		Implementing Rules (IR) for the open, specific and certified category and associated acceptable means of compliance, standards and support to implementation actions.		
Digital Licence for Aviation Pilot (dLAP)	III.9 - 5.2.2	Facilitate digital interaction between licensing authorities and pilots/business for high quality services and cross-border interoperability, developing a financially self-sustained IT solution.	2018	2022

Strategic Statement 6: The Agency will continue to be independent from political or economic influence in all its safety actions

Strategic Objective	Process / Project	No.	Short Description	Start	End
6.1 Demonstrating integrity by assuring technical independence and robustness of safety decision making	Research Strategy	III.2 - 6.1.1	Consolidate and deliver a research strategy that supports the needs of the European Plan of Aviation Safety and wider aviation industry.	2004	Open end
	ATM/ANS coordination programme (ATC)	III.11 - 6.1.2	Ensure consistent and coordinated actions with respect to all ATM/ANS, SESAR and SES activities aiming at improving the overall performance of the European ATM system and supporting the digital transformation of the European Sky.	2020	2021
6.2 Minimising the consequences of political or	Executive Directorate related processes	III.11 - 6.2.1	Corporate Communication, Quality Assurance, Legal Advice, Audit Function	2004	Open end



II.3 Financial and Human resources outlook

Financial Resources

The Fees and charges revenue is forecasted to be stable over the period of 2020 to 2022 arriving to 125m reflecting an increase compare to 2019 due to the expected publication of the new Fees and Charges Regulation. EASA's Contribution from the EU is aligned with the draft European Commission proposal for the 2020 Budget and for 2021-2022 took orientation from the European Commission proposal for the Multiannual Financial Framework. On the expenditure side, HR costs (Title 1) are anticipated to increase, in line with inflation expectations and historic averages on career progression. Regarding Title 2 (infrastructure) and Title 3 (operation expenditures), the increase in IT and digitalisation expenses is compensated by a decrease of the Title 3 operational expenditures.

Human resources - Staff population evolution

The establishment plan is presumed to be stable through to 2022 with no change to the staff ceilings. The demographic trend towards an ageing staff population means the Agency foresees an increasing number of retirements. There will be no automatic one-for-one replacement for leavers. Rather the post will be moved to wherever there is the greatest need.

It is expected that efficiency gains will enable the Agency to undertake the expected increase in responsibilities and tasks with the existing level of resources. In order to achieve this some staff will need to be trained and/or redeployed to take on different roles; for this reason, a competences retention programme is going to be launched in 2020.

Conclusion on evolution of resources

Foreseen staffing and expenditure evolution were carefully balanced under the constraints laid out by the Draft European Commission Proposal for the 2020 Budget and for 2021-2022 took orientation from the European Commission proposal for the Multiannual Financial Framework. Regarding the EU Contribution, EASA is prioritising its activities as not all expectations carried towards EASA can be met.



III Work Programme 2020

III.1 Executive summary

The 2020 Work programme is the last operational step to be followed in order to translate the strategy into concrete actions. For that reason it is an integral part of the Single Programming Document. EASA will assure that all its core operational activities are carried out with specific attention to the stakeholders and to the overall efficiency. It is expected that the organisation is able to respond promptly and efficiently to safety issues among others via the following actions:

- Continue the [European Big Data Programme – Data4Safety](#)
- Implement [EASA’s Research Strategy via the H2020 Delegation Agreement](#)
- Innovate [Initial Airworthiness](#) work procedures to adapt to new technologies
- Incorporate into the [Organisation Approvals](#) activity requests stemming from Art. 64 & 65 of EASA’s Basic Regulation
- [Standardisation](#) Inspectors visit all member states across the Systemic enablers for safety management domain
- Conclude negotiations on [EU-China and EU-Japan BASAs](#)
- Develop and implement [new technical assistance projects](#)
- Implement the Agency’s [fees and charges regulation](#)
- Implement [Efficiency Gains](#) according to the transformation programme
- Implement an EASA [ATM/ANS coordination programme](#) (ATC) to ensure consistent and coordinated actions with respect to ATM/ANS, SESAR and SES activities

Safety and health of European citizens remains paramount to the Agency. For this, acute environmental and/or safety issues, as e.g. accidents or serious incidents, may trigger the Agency to ad-hoc re-direct its resources, potentially impacting priorities and objectives described in this chapter.



III.2 Safety Intelligence & Performance

EASA is tasked to manage the safety risk in aviation. This encompasses the collection, processing and analysis of all relevant safety data. Relevant data are among others flight data generated by the aircraft, safety reports, air traffic data and weather data. In order to enhance its analysis capabilities, EASA collaborates with safety partners, such as industry stakeholders and National Aviation Authorities. The analysis of the collected data aims at identifying and prioritising systemic safety issues. Subsequently, mitigating measures are recommended. Together these represent some of the inputs for the European Plan of Aviation Safety (EPAS).

In the EPAS, Cybersecurity is recognised as a systematic enabler. In light of the cyber threats, faced by the EU aviation sector, the Agency initiated the development of a comprehensive approach. It combines information sharing, research, competence building and development of industry standards. These activities are coordinated through the European Strategic Coordination Platform, which includes a wide representation of EU institutions, agencies and organisations, as well as States and Industry relevant to the European aviation sector.

Safety and Intelligence Performance contribute to EASA's transition towards an efficient, pro-active and evidence-based safety system. Across Safety Intelligence and Performance, the Agency's efforts are particularly focused on:

- **Safety Intelligence and Performance:** EASA's main aim is to strengthen the safety intelligence and safety performance functions by (1) investing in innovative technologies for data capture and analysis as well as (2) ensuring safety intelligence feeds even more efficiently into the European Plan for Aviation Safety
- **European Big Data Programme – Data4Safety:** it will provide a Big Data platform and Analysis capability at European level. This programme includes the upgrade of the ECCAIRS platform that sustains the European Central Repository of Occurrences (Regulations (EU) No 376/2014)
- **Safety Promotion Strategy:** Complements the Agency's constraining and rigidly framed Rulemaking activity with agile, risk proportionate, alternative risk mitigation measures to promote the most important Safety Issues identified through the Safety Risk Management process, and industry best practice that can significantly increase safety.

Key Processes

III.2. – 2.1.1 Safety Intelligence and Performance	
Objectives 2020	<ul style="list-style-type: none"> • Delivery of a clear process between SM1 and SM2 to ensure that Safety Intelligence outputs (Risk Portfolios) are fed into EPAS
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Failure to identify or failure to respond to safety issues in a timely manner.
Principal Funding Source	EU Contribution



III.2. – 2.1.2 Safety Promotion	
Objectives 2020	<ul style="list-style-type: none"> Assess if the initial objectives of the Safety Promotion Strategy have been achieved. Formulate and implement measures according to the results of that assessment. Promote best practices on Flight Data Monitoring (FDM): <ul style="list-style-type: none"> Complete the FDM precursors of main operational risks and other best practice Establish a strategy to make FDM promotion even more effective
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Safety Promotion fails to have the anticipated impact Backlash caused by a Safety Promotion activity
Principal Funding Source	EU Contribution

III.2 - 6.1.1 Research Strategy	
Objectives 2020	<ul style="list-style-type: none"> Implementation of the H2020 Delegation Agreement (contract implementation and management) Continue the collaboration with the association of universities and research centres Prepare request for new Horizon Europe funding
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Insufficient support from major stakeholders
Principal Funding Source	EU Contribution

III.2. – 2.1.3 Cybersecurity in Aviation and Emerging Risks	
Objectives 2020	<p>Implement the Strategy for Cybersecurity in Aviation within the related timelines, consistent of:</p> <ul style="list-style-type: none"> Members sign Memorandum of Cooperation, to formalise establishment of the European Centre for Cyber Security in Aviation (ECCSA) Promote the development of a complete cybersecurity risk landscape, including the identification and sharing of new risks through e.g. bulletins and the rapid reaction to those risks by all parties Publish an Opinion proposing the introduction of organisational requirements for the management of cybersecurity risks in all aviation domains
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Lack of support from Member States to the role that should be played by EASA on safety-related security issues.
Principal Funding Source	EU Contribution



Key Projects

III.2 -1.1.1 European Big Data Programme – Data4Safety –	
Start / End	2016 / 2021
Objectives 2020	<ul style="list-style-type: none"> • Use cases of Proof of Concept validated by the Steering Board. • Deliver the Use Cases of the Proof of Concept phase of the Data4Safety programme • Entry into Service of ECCAIRS 2.0 in second semester.
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Willingness of safety data owners to join the programme and share their data • Maintain the required level of trust among the participants to the Programme
Principal Funding Source	EU grants + F&C accumulated reserve

Overall Resources & Key Performance Indicators

2020	
Human Resources (FTEs)	53
Of which allocated Human Resources (FTEs)	10

Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Timely processing of occurrence reports	96% 3.1 days	95% 3.2 days	≥85% ≤4 days
Accuracy of technical owner allocation	98%	99%	≥95%
Timeliness to answer safety recommendations	100%	100%	≥97.5%
Productivity and Quality of Safety Analysis process	4	2	≥4
Implementation Safety Promotion Programme	100%	100%	≥80%
Safety Promotion Resource Engagement	Achieved	On-Track	9.7 FTE
Timely execution of committed research projects	50%	89%	100%
Processing of requests for participation in external research projects	New KPI	70%	≥80%
Research Expert Engagement	1.4 FTE	N/A	≥9 FTE



III.3 Product Certification

EASA is responsible for the airworthiness and the environmental certification of aeronautical products, parts and appliances. This responsibility encompasses the initial type certification, including operational suitability data and a variety of related certification activities, as supplemental type certifications, approval of changes to type certificate and of repair design. Furthermore, it also covers activities to ensure the continuing airworthiness of the certified products, parts and appliances throughout their entire operational life. This includes identifying and reacting without undue delay to safety problems and issuing and disseminating the applicable mandatory Airworthiness Directives. The Agency also provides services to external stakeholders, such as the approval of maintenance review board reports, the certification support for validation of certificates outside the EU as well as technical advice contracts upon request of either the industry, aviation authorities or other public institutions. EU industry is supported in validating their products in third countries, by developing and implementing streamlined procedures with bilateral partners and supporting industry with technical expertise.

Across Product Certification, the Agency's efforts are particularly focused on:

- **New technologies** in initial airworthiness, expected to impact the current work and requiring innovative approaches (e.g. Remotely Piloted Aircraft Systems, electric and hybrid propulsion, vertical take-off and landing aircraft).
- **General Aviation Roadmap 2.0** implementation, to further simplify and improve rules for General Aviation. To this end EASA identified Rulemaking Tasks and Safety Promotion activities, impacting the certification domain.
- **Rotorcraft Safety Roadmap** implementation to improve overall Rotorcraft safety by 50% by 2028 and to make positive and visible changes to the Rotorcraft safety trends by 2023. To this end EASA identified Rulemaking Tasks and Safety Promotion activities, impacting the certification domain.
- Acting towards **sustainable aviation** through effective transversal actions at European level (Art. 87 Implementation) including Emissions Trading Scheme co-ordination, European Aviation Environmental Report and Recommendations, studies and policy support, environmental label, circular economy actions, research, international co-operation, CORSIA, life cycle assessments

Key Processes

III.3 - 1.1.2 Initial Airworthiness, Environmental Certification and Operational Suitability	
Objectives 2020	<ul style="list-style-type: none"> • Process the applications for innovative products by defining the risk based certification basis, in accordance with the certification plan • Process all applications for product certification in application of the new Level of Involvement (LOI) rules • Implementation of continuous improvement of the initial airworthiness process in the framework of the CT 2020 Roadmap (e.g. harmonisation of the various phases in the Certification process and better workload management)
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Erroneous issuance of a certificate/approval/authorisation, for which the Agency is competent
Principal Funding Source	F&C



III.3 – 3.1.1 Continuing Airworthiness and operational suitability	
Objectives 2020	<ul style="list-style-type: none"> • Implementation of the Rotorcraft Safety Roadmap recommendations within the related timelines. • Development of a new process to replace the Specific Airworthiness Specifications for the management of orphan aircraft
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Unaddressed safety issues during the product life cycle of certification, validation, approval of flight condition
Principal Funding Source	F&C

III.3 – 1.1.3 Certification related services	
Objectives 2020	<ul style="list-style-type: none"> • Implementation of the provisions introduced through new Bilateral Agreements or new Technical Implementation Procedures. • Implementation of the Instruction for Continuing Airworthiness / Maintenance Review Board synergies project in the framework of the CT 2020 Roadmap • Continuous support to the validation of European products to third countries
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Timely response to support request
Principal Funding Source	F&C

III.3 – 1.1.5 Environment and Sustainability (Art.78)	
Objectives 2020	<ul style="list-style-type: none"> • Implement facilitation for Sustainable Aviation Fuels (Art 78.2) • Implement actions on Electric and Hybrid Aviation (Art 78.2) • REACH co-ordination with ECHA (Art 78.2) • Implement Environmental label programme (Phase I) subject to decision at Management Board Dec 2019 (Art 78.2) • Complete study on non-CO2 impacts of aviation on the climate (Art. 78.3) Publish Art 78.4 Recommendations • Draft specifications for the next edition of Environmental Report/Review (Art 78.4)
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Failure of public acceptance of sustainability actions proposed due to alleged 'greenwashing'
Principal Funding Source	F&C

Overall Resources & Key Performance Indicators

	2020
Human Resources (FTEs)	359
Of which allocated Human Resources (FTEs)	126



Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Initial Airworthiness (IAW) performance rate	88%	94%	95-105%
Airworthiness Directives deficiency rate	4%	4%	≤5%
Continuing Airworthiness (CAW) predictability time	110%	101%	≥90%
Occurrences backlog monitoring rate	110%	83%	90-110%
Technical acceptance of occurrences timeliness	10 days	9 days	≤ 10 days
Timeliness of certification support for validation of products	64%	68%	≥71%



III.4 Organisation Approvals

EASA is responsible for all design as well as certain production organisations, if requested by Member States. The Organisation Approvals activities also include the approval and oversight of pan-European Air Navigation Service providers and the Network Manager². In this context, EASA exercises certification, oversight, and enforcement tasks, monitors the safe provision of services, and verifies that the applicable requirements are met.

Outside the territory of Member States, EASA approves and oversees Air Traffic Controller training organisations as well as design, production, maintenance, continued airworthiness management, maintenance staff training and flight crew training organisations. EASA provides technical support to the Satellite-Based Augmentation System in South Korea.

Articles 64 and 65 of Regulation (EU) 2018/1139 expand the possibility of the issuance and monitoring of European organisation approvals by the Agency (e.g. in maintenance, Aircrew Training Organisations (ATO) and Air Operator Certificates (AOC)).

Across Organisation Approvals, the Agency's efforts are particularly focused on:

- Addressing Articles 64 and 65 of **Regulation (EU) 2018/1139** requests
- Implementing new **Bilateral Aviation Safety Agreements (BASA)** / new Annexes to existing BASAs
- Streamlining **Organisation Approval** processes and procedures in accordance with the defined Organisation Approval Roadmap and in conjunction with the CORAL Roadmap, including further implementation of the risk-based oversight (RBO) system

Key Processes

III.4 – 3.1.2 Design Organisation Approvals (DOA)	
Objectives 2020	<ul style="list-style-type: none"> • DOA Dashboard performance evaluation operational by end of 2020 • Ensure full implementation of the EU 2019/897 (Part 21 amendment) by the relevant DOAs
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Ineffective oversight of the Design Organisation Approvals activities
Principal Funding Source	F&C

²Before 2020 EASA performed oversight of the Network Manager on behalf of the European Commission. EASA applied its standard oversight procedures and there is no discontinuity in the process. In the case of the Network Manager this comprises also requirements of Regulation (EU) 255/2010 and Regulation (EU) 2019/123.



III.4 – 3.1.3 Organisation Approvals (OA)	
Objectives 2020	<ul style="list-style-type: none"> • Implementation of the provisions introduced through new bilateral agreements (e.g. Japan) or new annexes to existing BASAs • Ensure smooth reallocation of responsibilities in accordance with the provisions of Articles 64 and 65 of Regulation (EU) 2018/1139 • Further adapt the Organisation Approval processes and procedures in accordance with the CORAL Roadmap.
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Processes and procedures adapted for the implementation of the Regulation (EU) 2018/1139 not timely developed and approved • Difficulties in identifying, evaluating, and prioritising risks in the context of risk-based oversight • Failure to implement the provisions introduced through new Working Arrangements (WAs) or Bilateral Safety Agreements (BASAs) • Security breaches lead to sensitive technical and commercial material and /or personal data being disclosed • Non-harmonised implementation of Safety Management System across differing safety cultures • Increasing complexity of the international approval system, due to fragmented State-to-State agreements and working arrangements
Principal Funding Source	F&C

Overall Resources & Key Performance Indicators

2020	
Human Resources (FTEs)	145
Of which allocated Human Resources (FTEs)	58

Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Timely approval of Design Organisation (DOA) continuation	New KPI	On-Track	≥95%
Timely approval of Organisation continuation	93%	94%	≥90%
On time closure of Organisation Approvals (OA) findings	91%	94%	≥80%



III.5 Third Country Operators

The Agency is responsible for the authorisation of any third-country operator who intends to perform commercial air transport operations into, within, or out of, any of the EU and EFTA Member States' territories. Authorisations are granted based on data-driven analysis, constituting an application example of the data-driven safety plan for Europe.

Across Third Country Operators, the Agency's efforts are particularly focused on:

- Maintaining and enhancing the **risk-based** Continuous Monitoring Programme of Third Country Operators Authorisations (TCO)
- Changing to new TCO **safety focus areas**
- Proposing an amendment to the **TCO Regulation** (Commission Regulation (EU) No 452/2014)

Key Processes

III.5 – 3.1.5 Third-Country Operators Authorisation	
Objectives 2020	<ul style="list-style-type: none"> • The improved articulation between the TCO Authorisation System and the EU Air Safety List, thus ensuring a fully coordinated approach, is fully implemented by the end of 2020 • A new set of TCO safety focus areas is fully implemented as part of the 2020 Continuous Monitoring Programme
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Failure to identify and react timely to ICAO non-compliant TCOs that operate in the EU
Principal Funding Source	EU Contribution

Overall Resources & Key Performance Indicators

2020	
Human Resources (FTEs)	19
Of which allocated Human Resources (FTEs)	5

Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Review authorised TCOs as planned	New KPI	100%	≥90%
Timely validation/completion of Third Country Operator applications	87.5%	75%	≥80%
Timely closure of the TCO findings of authorised operators according to the agreed CAP implementation due date	New KPI	New KPI	≥80%



III.6 Standardisation

Since the launch of the Standardisation Roadmap in 2018, additional challenges emerged as a consequence of regulatory and technical developments. The efficiency achieved through the implementation of the roadmap should enable the Agency to adapt the Standardisation process so as to cope with these new challenges.

The Standardisation process remains dependent on the effective delivery of the CORAL programme in order to obtain the IT tools required for its future functioning and improvements such as improving the continuous monitoring element in order to make better use of the available data, reinforcing the current risk-based approach, and enhancing the planning and conduct of inspections.

Support to authorities in need, as described in the Regulation (EU) 2018/1139, will close the loop in case of persistent difficulties identified during Standardisation activities.

Across Standardisation, the Agency's efforts are particularly focused on:

- The verification of obligations related to **State Safety Programme** and **State Plan for Aviation Safety** will be developed on the basis of the Regulation (EU) 2018/1139 in 2020 in order to become operational in 2021
- Defining an efficient approach to monitor the implementation of the **drones regulations** (Commission Delegated Regulation (EU) 2019/945 and Commission Implementing Regulation (EU) 2019/947)
- Collaborate with **ICAO** and to seek the implementation of the existing Working Arrangement to exchange data and information, and to support the evolution of the Universal Safety Oversight Audit Programme evolution, with a view to gradually eliminate duplication
- Assisting in the efficient implementation of the **Risk-based Oversight system**, EASA will continue to enhance the competencies of the Standardisation inspectors for the assessment of Authority and Organisation Requirements, with particular regard to the Management System.

Key Processes

III.6 – 3.1.4 Standardisation: monitor application of regulations and implementing rules	
Objectives 2020	<ul style="list-style-type: none"> • Total number of inspections to remain stable compared to 2019 level, while implementing the extension of the scope to new domains, e.g. Drones • Proportion of focused inspections to reach 67% for the established domains (Airworthiness, Operations, Aircrew, Air Traffic Management / Air Navigation Services) • All EASA Member States have been inspected in the Systemic enablers for safety management domain at least once by the end of 2020.
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Failure to establish, and then maintain, a uniform level of implementation of EU Safety regulations across Europe and associated Member States through Standardisation of Member States.
Principal Funding Source	EU Contribution



Key Project

III.6 – 3.1.6 Implementation Support	
Start / End	2019 / 2020
Objectives 2020	<ul style="list-style-type: none"> Based on the experience gained in 2019, implement an Implementation Support process
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Requests for support from Member States exceeds internal capacity Support provided by the Agency does not enable a robust European Safety system
Principal Funding Source	EU Contribution

Overall Resources & Key Performance Indicators

2020	
Human Resources (FTEs)	68
Of which allocated Human Resources (FTEs)	16

Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Efficient and robust Standardisation (yearly)	-24%	N/A	≤-5%
Control of overdue Standardisation findings	17%	13%	≤20%
Timely issuance of due Standardisation reports	89%	100%	≥ 90%



III.7 EU Ramp Inspection Programme

The EU Ramp Inspection Programme is a European programme regarding the performance of ramp inspections on aircraft used by Third Country Operators (Safety Assessment of Foreign Aircraft inspections) or used by operators under the regulatory oversight of another EU Member State (Safety Assessment of Community Aircraft inspections).

The Programme is regulated by Commission Regulation (EU) 965/2012 and provides for the inspection of aircraft suspected of non-compliance with the applicable requirements (based on e.g. safety-relevant information collected by the Participating States or based on regular analysis of the centralised database performed by EASA). Ramp inspections may also be carried out in the absence of any suspicion of non-compliance. In this case a spot-check procedure is used.

Across EU Ramp Inspection Programme, the Agency's efforts are particularly focused on:

- Fostering the globalisation of the programme at **ICAO** level
- Ensuring the effective implementation of the system-wide **coordination of inspections**
- Enhancing the **risk-based approach** of the Programme through a revision of the inspections' scope and assessment methodology
- Supporting the implementation of the provisions concerning **alcohol testing of crews**

Key Processes

III.7 – 1.2.5 Safety Assessment of Foreign Aircraft (SAFA) Coordination	
Objectives 2020	<ul style="list-style-type: none"> • One new SAFA Working Arrangement signed • A comprehensive review of the safety-relevance of the ramp inspection items • Implementation of Regulation (EU) 2018/1042 (alcohol testing of crews)
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Regional (political) complications for States joining the European programme; • Impaired ramp inspection data quality • Unavailability of the Ramp Inspection Database (down-time) preventing Member States from exchanging safety information • Loss of data / data integrity leading to incorrect analyses and erroneous decisions on enforcement actions towards operators
Principal Funding Source	EU Contribution



Overall Resources & Key Performance Indicators

2020	
Human Resources (FTEs)	4
Of which allocated Human Resources (FTEs)	2

Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Timely issuance of data analyses to Participating States	New KPI	N/A	100% on time



III.8 International Cooperation

EASA works with third country aviation authorities and other international partners worldwide to raise global aviation safety standards and to promote the European standards, policies and technology, as well as to provide a more compatible and open market for the EU aviation industry. It provides technical assistance to countries and regions, and helps to improve the regulatory and oversight capabilities of national and regional aviation authorities. To this end, EASA develops and implements mainly EU-funded civil aviation cooperation projects in the field of aviation safety and environmental protection, working closely with the European Commission. The Agency's in-house technical expertise, together with the strong partnership with Member States' National Aviation Authorities, is vital for the successful implementation of these projects. The Agency's aim is to become the leading implementing body of EU-funded technical cooperation programmes for aviation safety and environmental protection.

Furthermore, EASA and the EU develop international cooperation instruments - Bilateral Aviation Safety Agreements (BASAs) at EU level and Working Arrangements (WAs) at EASA level - to organise efficiently and effectively the cooperation with international aviation partners and to support the European aviation industry. In addition, EASA is mandated to assist the EU Member States in fulfilling their ICAO obligations. Many ICAO Standards and Recommended Practices have direct implications for safety and for the competitiveness of the European aviation industry. It is therefore of strategic importance for Europe to strengthen its presence and influence the ICAO processes upstream, both through EASA and the Member States. As a Regional Safety Oversight Organisation (RSOO) itself, EASA aims particularly at assisting ICAO in the development of the RSOO concept, namely through the RSOO cooperative platform. Strengthening the role of RSOOs at ICAO level will allow ICAO to increasingly rely on EASA's role as an RSOO for the European region, ultimately facilitating the integration of EASA's standardisation activity into ICAO's Universal Safety Oversight Audit Programme.

EASA has international offices in the USA, China, Canada and Singapore, to further strengthen the cooperation with authorities and industry and support the implementation of agreements; as well as an office in Brussels, to ensure a permanent horizontal link with the EU institutions and Brussels-based stakeholders in support of EASA's activities.

Across International Cooperation, the Agency's efforts are particularly focused on:

- Finalisation and implementation of BASAs with China and Japan Development and implementation of **new technical assistance projects** and related **field offices**

Key Processes

III.8 - 1.2.1 Bilateral agreement and working arrangement	
Objectives 2020	<ul style="list-style-type: none"> • Signature of at least 3 WA by Q4 2020 • Review and/or update of at least 3 existing WA by Q4 2020
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Safety risk in case of deficiency in some foreign partners' safety systems • Risk of imbalance in BASAs and WAs, to the detriment of European Industry
Principal Funding Source	EU Contribution



III.8 - 1.2.2 Technical Support	
Objectives 2020	<ul style="list-style-type: none"> Support the EC in developing another 2 new technical assistance projects and successfully launch those projects by end of 2020
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability
Principal Funding Source	EU Contribution + Earmarked funds from the EU

III.8 – 1.2.3 ICAO cooperation	
Objectives 2020	<ul style="list-style-type: none"> Full implementation of the changes introduced by Article 90 “International Cooperation” of the Regulation (EU) 2018/1139 by Q4 2020 Ensuring global environmental standards are in line with European policy objectives as regards noise, emissions, sustainable fuels and market based measures (i.e. CORSIA³) through technical leadership in the ICAO Committee for Aviation Environmental Protection (CAEP). For this purpose, EASA will include a report to the CAEP Steering Committee on <ul style="list-style-type: none"> supersonic transport sustainable aviation fuels urban mobility
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> European positions on aviation safety, air navigation, environment and security are not taken into account and reflected properly.
Principal Funding Source	EU Contribution

Overall Resources & Key Performance Indicators

	2020
Human Resources (FTEs)	53
Of which allocated Human Resources (FTEs)	9

³ Carbon Offsetting and Reduction Scheme for International Aviation



Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Timely progression on Working Arrangements	On-Track	On-Track	≥80%
Timely progression on Bilateral Agreements	Below Target	On-Track	≥90%
Timely implementation of technical support to 3rd countries	94%	90%	≥80%
Quality of delivered projects based on stakeholder feedback	New KPI	6.54	≥ 5 on scale of up to 7
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	Below Target	100%	≥90%
Timely delivery of compliance checklists for use by MS	Delayed	Delayed	Updated compliance checklists for 2 ICAO Annexes per year



III.9 Rulemaking

Legislation is not an end in itself. Modern, proportionate rules that are fit for purpose are essential in aviation safety and environmental protection to uphold high common standards and ensure the competitiveness of the European industry. The European Commission's Better Regulation Agenda aims at delivering tangible benefits to European citizens and addressing the common challenges Europe faces. To meet this policy goal, EASA ensures that its regulatory proposals deliver maximum safety and environmental benefits at minimum cost to citizens, businesses and workers without creating unnecessary regulatory burdens for Member States and EASA itself. To that end, EASA designs regulatory proposals transparently, based on evidence, understandable by those who are affected, and backed by the views of stakeholders.

Moreover, in line with stakeholders' expectations, the Agency has adjusted the rule development pace to make resources available to support the implementation of new and amended rules (c.f. chapter III.6 Standardisation). The Agency's rulemaking activities have been adjusted to accommodate the capacity of the EASA system, while giving priority to strategic issues, in particular the implementation of the Regulation (EU) 2018/1139.

Across Rulemaking, the Agency's efforts are particularly focused on:

- Introducing provisions for the operation of **drones, electric and hybrid propulsion and Vertical Take-off and Landing (VTOL) vehicles**.
- Introducing provisions for the management of information **security risks** by organisations in all the aviation domains (design, production, continuing airworthiness management, maintenance, operations, aircrew, Air Traffic Management / Air Navigation Services coordination (ATM / ANS), and aerodromes).
- Implementing the roadmap on **Ground Handling**: a new remit stemming from the Regulation (EU) 2018/1139, the Agency has already engaged in a fact finding phase, via safety assessment and dialogue with Member States and stakeholders. It will subsequently commence the implementation of the resulting roadmap.
- Creating of proportionate **initial airworthiness rules for sports and recreational aircraft**

Key Processes

III.9 – 5.1.1	Rules Development and Better Regulation
Objectives 2020	<ul style="list-style-type: none"> • Opinion on the management of information security risks is published. • All new rulemaking proposals included in European Plan for Aviation Safety (EPAS) are subject to a Best Intervention Strategy report accepted by Advisory Bodies • Opinion on proportionate initial airworthiness rules for sports and recreational aircraft
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Insufficient support from stakeholders to provide economic data to assess the effect of new and existing regulation. • Regulatory framework puts EU industry under a competitive disadvantage and jeopardises innovation • Inadequate regulations remaining in place, without being amended, thus causing difficulties/harm to Competent Authorities and Industry • Increase in the number of notifications exceeds capacity



	<ul style="list-style-type: none"> Failure to identify the inadequacies and negative effects in application of the rules. Insufficient support from stakeholders to provide economic data
Principal Funding Source	EU Contribution

Key Project

III.9 - 5.2.2 digital Licence for Aviation Pilot (dLAP)	
Start / End	2018 / 2022
Objectives 2020	<ul style="list-style-type: none"> Identify appropriate implementation scheme, internally (CORAL) vs. externally (subcontracting) and define the resources and financial implications of each option Initiate development of a dLAP App based on the requirements already developed in the Proof of Concept
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Uncoordinated development of standards leading to fragmented dLAP implementation Insufficient development of the EU dLAP project leaving ICAO Annex I evolutions not considering the EU needs
Principal Funding Source	EU Contribution + EASA Member State Contribution

Overall Resources & Key Performance Indicators

2020	
Human Resources (FTEs)	73
Of which allocated Human Resources (FTEs)	19

Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Timely Progress on Rulemaking Programme	100%	100%	≥80%
1. Opinions planned vs actuals	57%	46%	≥80%
2. Decisions ⁴ planned vs actuals	N/A	41%	≥80%
3. NPAs planned vs actuals			
Rulemaking Process Efficiency	3.1 years (avg.)	3.3 yrs	≤3.5 years
1. Average time with standard procedure		2.3 yrs	≤1.5 years
2. Average time with Art.15/16		2.1 yrs	n/a
3. Average time at the EC			
Best Intervention Strategy (BIS) Coverage	78%	100%	≥95%
Number of evaluations published yearly	2	0	1
Timely answer to exemption requests (as defined by regulation)	88%	76%	≥90%

⁴ This includes Decisions stand alone and Decision CS. Decision pending IR are excluded.



III.10 Applicant Services

The applicant services domain is the EASA's front door for industrial and individual applicants. It aims to make EASA a more user-friendly regulator by guiding applicants through the application process, ensuring that EASA's requirements and working methods are clear and predictable.

As the central hub of resource management in the system, EASA also maintains strong partnerships with national aviation authorities to ensure access to the right certification expertise in the right place at the right time, Europe-wide.

Across Applicant Services, the Agency's efforts are particularly focused on:

- Smoothly introducing the amended **fees and charges regulation** expected to enter into force in 2020 to adapt fee financing to the changing environment
- Establishing a technology platform to **digitalise certification processes** by 2021. The target ecosystem is intended to be data centric, transparent and connected to the stakeholders
- Developing **deeper partnerships** with national aviation authorities to enhance the performance and resilience of the European system

Key Processes

III.10 – 4.3.1 Applicant relations	
Objectives 2020	<ul style="list-style-type: none"> • By Q1 2020, complete an information campaign to ensure that applicants understand the new features of the amended fees and charges regulation and the applicable terms and conditions. • By Q1 2020, launch a product campaign to prepare applicants for the new communication channels that result from the introduction of digitalised certification processes
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Applications are delayed due to inefficient exchange of information between EASA and the applicant. • Sensitive technical material and /or personal data is disclosed due to security breaches
Principal Funding Source	F&C

III.10 – 3.2.3 National Aviation Authority (NAA) & Qualified Entity (QE) outsourcing	
Objectives 2020	<ul style="list-style-type: none"> • From Q1 2020, offer a reliable, predictable outsourcing programme that provides clarity to national aviation authorities under the partnership agreements and delivers a full range of required technical expertise efficiently into the system • From Q3 2020, execute a newly designed quality assurance programme to make sure that technical, financial and management standards under the partnership agreements are met
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Actual workload volumes and types diverge significantly from the baseline forecast • Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes • Bilateral agreements affect overall workload and impact NAA outsourcing strategy
Principal Funding Source	F&C



Key Projects

III.10 – 3.3.1 F&C Regulation Review	
Start / End	2017 / 2021
Objectives 2020	<ul style="list-style-type: none"> Revised fees and charges regulation enters into force (January) and generates the correct level of income to cover costs.
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> The feasibility study fails to correctly forecast industry activities and therefore expected revenue Reviewed F&C Regulation is partially difficult to implement and manage Approval procedure is delayed and revenue falls short of costs in year of entering into force
Principal Funding Source	F&C

III.10 – 4.3.2 CORAL Phase I Programme	
Start / End	2016 / 2021
Objectives 2020	<ul style="list-style-type: none"> Complete 80% implementation of CORAL phase I roadmap
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Difficulties in procuring external support Non-compliance with the approved CORAL/IT governance Insufficient change management CORAL programme fails to deliver expected benefits
Principal Funding Source	F&C

III.10 – 1.2.4 Bilateral Aviation Safety Agreements (BASA) negotiation projects China & Japan	
Start / End	2017 / 2020
Objectives 2020	<ul style="list-style-type: none"> Finalisation of negotiations of JCAB-EASA Technical Implementation Procedures (TIP) by Q2 2020
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Safety risk in case TIP does not include robust enough processes to ensure that confidence in foreign partners' safety system is maintained. Economic risk for European Industry, if validation procedures included in TIP are not balanced and proportionate
Principal Funding Source	F&C

Overall Resources & Key Performance Indicators

2020	
Human Resources (FTEs) *	26
* For planning and reporting the above resources are allocated to the Agency's F&C financed activities.	



Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Typical processing times met ⁵	New KPI	N/A	65%
Actual outsourced hours performed compared to target ⁶	New KPI	80% (forecast full year)	95%
Total applications received online ⁷	New KPI	NA	80%

⁵ These are combined KPI technical directorates/ Resource directorate

⁶ These are combined KPI technical directorates/ Resource directorate

⁷ Depending on the implementation of CORAL. Baseline for the performance indicator changed to all incoming applications as of 2020



III.11 Transversal and Enabling Activities

In order to implement the activities previously described, a number of transversal and enabling activities are conducted at EASA, as summarised in this chapter:

- Safety, strategy and business programming activities
- Management of external stakeholders and stakeholder engagement
- Training, recruitment and development of EASA's human resources
- Provision of corporate services
- Planning and implementation of the Agency's information technology
- Budget implementation
- Legal, quality, audit and communication
- Implementation of the repository of information
- Managing the risks and scenarios linked to BREXIT
- Military Aviation

Across Transversal and Enabling Activities, the Agency's efforts are particularly focused on:

- **Efficiency Gains** through process adaptations and use of digital technologies, implement new services for internal stakeholders, reducing processing times, increasing transparency, reviewing collaboration with external stakeholders and generating efficiency across the organisation.
- Complement **CORAL** Phase I with a Phase II, to increase the level of digitisation of the Agency and enabling all external and internal stakeholders to have a more efficient access to information
- Completing the development of the EU regulation framework for **Unmanned Aircraft Systems (UAS)** with the publication of the Notice of Proposed Amendment (NPA) for the Certified Category for which industry interest is the highest (e.g. Urban Air Mobility) and the U-Space Commission Regulation, which will be a key enabler to support UAS integration in the airspace.
- Implementing an EASA **Air Traffic Management / Air Navigation Services coordination [ATM / ANS] programme** (ATC) to ensure consistent and coordinated actions with respect to ATM/ANS, Single European Sky ATM Research (SESAR) and Single European Sky activities aiming at improving the overall performance of the European ATM system and supporting the digital transformation of the European sky.

Key Processes

III.11 – 1.2.6	Military Aviation
Objectives 2020	<ul style="list-style-type: none"> • Continue commitment to certify dual-use platforms and civil derivatives • Commence implementation of NATO Roadmap, especially absorb lessons learned from military pilot-licensing of and their maintenance • Implement work programme with the European Defence Agency, focus on Single European Sky (SES) and ATM rulemaking • Support the military mobility initiative, led by the EC (Move.B1), regarding cybersecurity and aerodromes • Follow-up on von der Leyen's Commission objectives on Defence Industry • Reiterate bilateral arrangements with European national aviation authorities
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Lack of common understanding of military and defence concerns • Lack of appropriate processes to treat military related certification



	<ul style="list-style-type: none"> Lack of processes to deal with classified information and/or EAR(Export Administration Regulation)/ITAR (International Traffic in Arms Regulation) controlled
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 2.1.4 Strategy and Safety Planning	
Objectives 2020	<ul style="list-style-type: none"> Develop at least two strategies in new areas of activity for the Agency Monitor the implementation of the Agency strategies developed in 2019, and adapt these as required
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Failure to take account of emerging safety risks Misalignment between operational units and Agency strategy, due to insufficient or falsely targeted communication
Principal Funding Source	Mix of EU Contribution and F&C

III.11 - 1.1.4 Business Programming, Reporting and Information management	
Objectives 2020	<p>Business Programming and Reporting</p> <ul style="list-style-type: none"> Incorporate in planning new multi-annual financial framework Lead the establishment of an improved forecasting capability at Agency level <p>Information Management</p> <ul style="list-style-type: none"> Build the Agency Information Architecture, fit for the new Applicant Portal, focusing on the information domains: aviation products, personal information and roles. Be able to find, trust and use the data in an agile manner so the data can be transformed into insights and contribute to the business value
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Outcome of EASA activities deviate from Business programming Failure to establish and maintain an integrated, consistent and efficient information management framework Failure to define ownership of information and agree upon at the Agency level Inappropriate or lack of documentation/information management system Failure to implement a cost-effective and efficient Disaster Recovery
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 3.2.1 Technical Training	
Objectives 2020	<ul style="list-style-type: none"> Training opportunities to be made available to address new technologies and other high-level business needs as identified in the annual planning Establish the scope and framework for training course approvals under Article 92 of Regulation (EU) 2018/1139 by Q4 2020
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> The training offer does not meet the (internal and external) prioritised stakeholders' needs
Principal Funding Source	Mix of EU Contribution and F&C



III.11 – 3.2.2 European Central Question Bank (ECQB)	
Objectives 2020	<ul style="list-style-type: none"> New ECQB-related services, e.g. exam services, are available for EU Member States as well as for eligible and interested non-EU States
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Leakage of the databank Lack of sufficient experts nominated by the NAAs
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 4.1.1 Human Resources	
Objectives 2020	<ul style="list-style-type: none"> Establish a competency management strategy to align human resource needs and agency policies on competency development, recruitment and partnership with national aviation authorities for the period 2021-2026.
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> Failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members Failure to manage situations, in which the Agency, its staff, consultants/contractors and/or external expert (i.e. NAA/QE staff) has personal or professional interest, that compromise independence in decision-making or might be perceived as compromising such independence Failure to achieve Service Level Agreements in the area of administrative and support services
Principal Funding Source	Mix of EU Contribution and F&C

III.11 -2.2.1 Information Technology	
Objectives 2020	<ul style="list-style-type: none"> IT to continue building the new IT technical platform, in line with the CORAL/digitalisation roadmap IT to initiate agile development and delivery of modern tools using the new IT technical platform (e.g. case management)
Risk (details c.f. Annex IV.11)	<p>Failure to define and implement:</p> <ul style="list-style-type: none"> Digitalisation roadmap as per development of the information Repository (in particular for the part defined by the Regulation (EU) 2018/1139) Information/data management and architecture Information Security Management at the right level Digital transformation of EASA with a cost effective IT sourcing model New digital business models and practices in EASA using the digital foundation from CORAL Business Continuity framework & related IT Disaster Recovery plan
Principal Funding Source	Mix of EU Contribution and F&C



III.11 – 4.3.3 Implement budget	
Objectives 2020	<ul style="list-style-type: none"> • Provide data and recommendations to ensure that the agreed budget appropriations are used as planned, specifically that: <ul style="list-style-type: none"> ◦ At least 95% of subsidy appropriations have been committed for agreed purposes • The remaining budgetary imbalance of 1.1 MEUR, generated in 2016, has been fully corrected.
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • The simplification of financial management processes and consequent reduced resource allocation may lead to an increased error rate in low-value/ non-complex transactions.
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 4.2.1 Corporate Services	
Objectives 2020	<ul style="list-style-type: none"> • Implementation of consolidated procurement strategy for facility management services with focus on supplier management of potential new contractors by bundling contracts for cleaning, mail, security and reception services in order to improve contract management and centralise outsourced services. • Measure the customer satisfaction rate of the working environment for staff, delegates and visitors, in order to identify areas of improvement • Improved user experience of travel management systems
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Failure of the landlord to effectively oversee facility management service provider leading to potential unsafe conditions in the building
Principal Funding Source	Mix of EU Contribution and F&C

III.11 - 6.2.1 Executive Directorate related processes	
Objectives 2020	<ul style="list-style-type: none"> • Monitor the implementation roadmap for the Regulation (EU) 2018/1139 and integrate the roadmap activities and objectives in the SPD and EPAS planning. • Review and update the policy on innovation management, including by identifying qualitative objectives to be attained. • Implement and assess the Agency's communication strategy by mid-2020
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Lack of / or inappropriate response to an emergency/crisis • Lack of support from external stakeholders (Member States, industry, European Commission) involved in EASA advisory bodies and the consultation and processing of deliverables related to the implementation of the Regulation (EU) 2018/1139 • Insufficient coordination of strategic, political and technical input from stakeholders • Insufficient protection of information managed by the Agency, including third party information, to an adequate level of security • Ineffective message management • Insufficient management of Conflict of Interest within in the Management Board
Principal Funding Source	Mix of EU Contribution and F&C



Key Projects

III.11 – 2.2.2 Repository of Information (Art.74)	
Start / End	2019 / 2023
Objectives 2020	<ul style="list-style-type: none"> • Carry-on drafting of specifications per information domain to be endorsed by EASA management (licences, general aviation, aerodromes, exemptions, transfer of responsibility) • Start of technical implementation under the CORAL programme (first information domain: drones) • Start drafting the Notice of Proposed Amendment (NPA) for internal consultation
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Failure to define, implement or maintain the future Repository of Information as defined in Article 74 Regulation (EU) 2018/1139
Principal Funding Source	Mix of EU Contribution and F&C

III.11 - 5.2.1 Develop a risk based, operation centric EU regulatory framework for Unmanned Aircraft	
Start / End	2016 / 2023
Objectives 2020	<ul style="list-style-type: none"> • Release of Notice of Proposed Amendment (NPA) supporting operations in the Certified Category for which industry interest is the highest (e.g. Urban Air Mobility). This includes the update or the creation of any necessary Commission Regulations related to airworthiness (Initial and continuing), operations, standardised European rules of the air (SERA), aerodromes, ATM and Remote Pilot Licences. • Support to the development of U-Space Commission Regulation and release of acceptable means of compliance and guidance material. Support the implementation of the regulation applicable to drones operated in the open and specific categories (commission implementing regulation (EU) 2019/947 and commission delegated regulation (EU) 2019/945). • Support the update of commission implementing regulation (EU) 2019/947 and commission delegated regulation (EU) 2019/945 to include standard scenarios to support operations of drones in the specific category. • Implementation of the EASA counter drones action plan. • Support the European Union in their international cooperation drone related actions.
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Risk not to achieve an agreement between Member States on the U-Space Commission Regulation due to limited experience on the proposed technical concept. • Risk to delay the publication of the Notice of Proposed Amendment (NPA) supporting operations in the Certified Category for which industry interest is the highest (e.g. Urban Air Mobility) due to limited experience on the proposed concept and societal acceptance. • Fail to deliver NPA/Opinion on Certified Category with the appropriate level of quality and/or on-time due to unavailability of resources
Principal Funding Source	Mix of EU Contribution and F&C



III.11 – 4.3.4 CORAL phase II Programme	
Start / End	2019 / 2023
Objectives 2020	<ul style="list-style-type: none"> • Complete 30% of the digitisation of the remaining processes
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Difficulties in procuring external support • Non-compliance with the approved CORAL/IT governance • Insufficient change management • CORAL phase II programme fails to deliver expected benefits
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 6.1.2 ATM/ANS coordination programme (ATC)	
Start / End	2020 / 2021
Objectives 2020	<ul style="list-style-type: none"> • Ensure consistent and coordinated actions with respect to all ATM/ANS, SESAR and Single European Sky (SES) activities • The follow-up of the Airspace Architecture Study including the establishment of a work plan to implement the Transition Plan • The follow-up of the relevant recommendations of the Wise Persons Group Report and the establishment of a work plan • Improve the overall performance of the European ATM system and support the digital transformation of the European sky
Risk (details c.f. Annex IV.11)	<ul style="list-style-type: none"> • Failure to support emerging ATM projects, due to lack of resources and lack of consistent ATM vision within the Agency • Communication failure with other stakeholders (EC, Eurocontrol, SJU, ...)
Principal Funding Source	Mix of EU Contribution and F&C + Earmarked funds from the EU and/or Earmarked funds from SESAR JU



Overall Resources & Key Performance Indicators

2020	
Human Resources (FTEs) *	219
* For planning and reporting the above resources are allocated to the Agency's Subsidy and F&C financed activities.	

Performance indicators

Indicator	Result 2018	Result H1 2019	Target 2020
Technical training classroom days per staff member per year	New KPI	Below Target	≥90%
Trainee satisfaction	New KPI	4.3	≥ 3.8
For ECQB: number of newly developed questions and of amendment reports issued to NAAs regarding reviewed existing questions per year	New KPI	Below Target	≥90%
Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting)	98%	96%	≥98%
Turnover rate	4.6%	3.5%	≤5%
Staff Engagement survey (triennial) employee engagement score	68% (2016)	76% (2019)	n/a
Sick leave (annually)	9.2%	Below target	≤9%
Operational cost of legacy services vs. Total operational IT costs		100%	85%
IT achievement of Service Level Agreement (SLA)	89%	88%	≥90%
Budget committed	99%	On-Track	≥95%
Carried over commitments	2%	On-Track	≤ 2.5%
Reaction time to health incidents reported to EASA security/LSO from time of report of incident until first reaction (e.g. arrival of internal paramedic on site)	new KPI	new KPI	Max 5 min
Percentage of overall mission claims paid within 30 days	new KPI	new KPI	>75%
Corrective action closure rate of Audit findings	100%	80%	80%
Number of non-conformity against the ISO standards	0%	0%	0%



IV Annexes

IV.1 Resource allocation per activity

values in Euro			1st Amen. Budget 2019	Budget 2020	Draft Budget 2021	Envisaged 2022
Fees and Charges activities	Product Certification	Revenue	+ 73,698,000	+ 79,474,000	+ 76,490,000	+ 77,741,000
		Title 1	- 50,863,000	- 50,692,000	- 52,130,000	- 53,258,000
		Title 2	- 9,017,000	- 10,009,000	- 10,574,000	- 11,280,000
		title 3 NAA/QE	- 15,455,000	- 14,946,000	- 14,787,000	- 14,818,000
		Title 3	- 8,587,000	- 9,026,000	- 7,967,000	- 7,213,000
		Title 4	- 5,000,000	p.m.	p.m.	p.m.
		Total	- 15,224,000	- 5,199,000	- 8,968,000	- 8,828,000
	Organisation Approvals	Revenue	+ 35,078,000	+ 46,033,000	+ 45,151,000	+ 46,952,000
		Title 1	- 18,822,000	- 18,999,000	- 19,352,000	- 19,628,000
		Title 2	- 3,443,000	- 3,968,000	- 4,123,000	- 4,354,000
		title 3 NAA/QE	- 13,338,000	- 13,193,000	- 13,068,000	- 13,021,000
		Title 3	- 4,014,000	- 5,051,000	- 3,994,000	- 3,381,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 4,539,000	+ 4,822,000	+ 4,614,000	+ 6,568,000
	Third Country Operators	Revenue	p.m.	+ 436,000	+ 439,000	+ 442,000
		Title 1	p.m.	- 372,000	- 375,000	- 378,000
		Title 2	p.m.	p.m.	p.m.	p.m.
		title 3 NAA/QE	p.m.	p.m.	p.m.	p.m.
		Title 3	p.m.	- 64,000	- 64,000	- 64,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	-	-	-	-
	Reserve funding (Projects)		+ 4,000,000	+ 4,863,000	+ 2,426,000	+ 1,211,000
	Reserve adj		+ 15,763,000	- 4,486,000	+ 1,928,000	+ 1,049,000
	Total F&C		-	-	-	-
Subsidy and other contributions		EU Subsidy	+ 37,643,000	+ 37,954,000	+ 38,713,000	+ 39,487,000
		third country contribution	+ 2,066,000	+ 2,303,000	+ 2,348,000	+ 2,395,000
		Other income	+ 1,182,000	+ 393,000	+ 979,000	+ 826,000
	Standardisation	Title 1	- 9,079,000	- 8,955,000	- 9,181,000	- 9,426,000
		Title 2	- 1,790,000	- 1,844,000	- 1,917,000	- 2,029,000
		Title 3	- 944,000	- 1,001,000	- 1,042,000	- 1,026,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 11,813,000	- 11,800,000	- 12,140,000	- 12,481,000
	EU Ramp Inspection	Title 1	- 818,000	- 390,000	- 403,000	- 408,000
		Title 2	- 112,000	- 105,000	- 111,000	- 119,000
		Title 3	- 54,000	- 33,000	- 35,000	- 35,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 984,000	- 528,000	- 549,000	- 562,000
	Rulemaking	Title 1	- 9,548,000	- 8,293,000	- 8,715,000	- 8,799,000
		Title 2	- 1,904,000	- 2,224,000	- 2,346,000	- 2,502,000
		Title 3	- 1,025,000	- 1,459,000	- 1,391,000	- 1,274,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 12,477,000	- 11,976,000	- 12,452,000	- 12,575,000
	Int'l Cooperation	Title 1	- 3,729,000	- 3,151,000	- 3,296,000	- 3,358,000
		Title 2	- 1,229,000	- 1,318,000	- 1,383,000	- 1,471,000
		Title 3	- 792,000	- 1,015,000	- 903,000	- 755,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 5,750,000	- 5,484,000	- 5,582,000	- 5,584,000
	Safety Intelligence & Performance	Title 1	- 5,171,000	- 5,952,000	- 6,135,000	- 6,186,000
		Title 2	- 1,005,000	- 1,166,000	- 1,229,000	- 1,311,000
		Title 3	- 886,000	- 1,123,000	- 1,135,000	- 1,127,000
		Title 4	- 450,000	p.m.	p.m.	p.m.
		Total	- 7,512,000	- 8,241,000	- 8,499,000	- 8,624,000
	Total Subsidy and other contr.		-	-	-	-
	Grand-Total		-	-	-	-

Note:

a) the figures for the 2021 draft budget and envisaged 2022 budget are indicative at this stage, subject to the outcome of the legislative process.



IV.2 Human and Financial resources

Table 1.1: FTEs - allocated Activities

For planning and reporting the two activities listed below are allocated to the Agency's Subsidy and F&C financed activities listed in table 1.2.

Allocated Activity	Budget 2020 FTE
Applicant Services	26
Transversal and Enabling Activities	219

Table 1.2: FTEs – Activities

The activities below include the allocated resources listed in table 1.1.

F&C and Subsidy financed Activity	Budget 2020 FTE	Of which allocated FTE
Product certification	359	126
Organisation approvals	145	58
Third Country Operators	19	5
Standardisation	68	16
EU ramp inspection program	4	1
Rulemaking	73	19
International cooperation	53	9
Safety intelligence & performance	53	10
Total	775	245

Table 2: Expenditure summary

Expenditure	1st Am. Budget 2019	Budget 2020	Draft Budget 2021	Envisaged 2022
	Commitment appropriations	Commitment appropriations	Commitment appropriations	Commitment appropriations
Title 1	99,899,375	98,736,000	101,679,000	103,562,000
Title 2	18,846,000	21,184,000	22,261,000	23,681,000
Title 3	45,237,000	47,051,000	44,535,000	42,860,000
Title 4	-	-	-	-
Title 5	32,429,000	51,816,000	52,161,000	54,601,000
Total expenditure	196,411,375	218,787,000	220,636,000	224,704,000



Table 3: detailed Expenditures by Title

EXPENDITURE	1st Am. Budget 2019	Budget 2020	Draft Budget 2021	VAR 2021/2020	Envisaged 2022
			Estimate		
Title 1 Staff Expenditure	99,899,375	98,736,000	101,679,000	103.0 %	103,562,000
11 Salaries & allowances	83,939,375	82,927,000	85,567,000	103.2 %	87,253,000
- of which establishment plan posts	76,949,375	74,738,000	76,711,000	102.6 %	78,152,000
- of which external personnel	6,990,000	8,189,000	8,856,000	108.1 %	9,101,000
12 Expenditure relating to Staff recruitment	1,110,000	1,053,000	1,066,000	101.2 %	969,000
12b Employer's pension contributions	9,100,000	9,000,000	9,200,000	102.2 %	9,400,000
13 Mission expenses	-	-	-	-	-
14.1 Socio-medical infrastructure	377,000	298,000	298,000	100.0 %	299,000
15 Training	674,000	674,000	674,000	100.0 %	674,000
16 External Services	140,000	140,000	140,000	100.0 %	140,000
17 Receptions and events	102,000	97,000	97,000	100.0 %	97,000
14.2 Social welfare	4,457,000	4,547,000	4,637,000	102.0 %	4,730,000
Title 2 Infrastructure and operating expenditure	18,846,000	21,184,000	22,261,000	105.1 %	23,681,000
20 Rental of buildings and associated costs [1]	9,805,000	10,039,000	10,192,000	101.5 %	10,168,000
21 Information and communication technology	7,601,000	9,838,000	10,704,000	108.8 %	12,191,000
22 Movable property and associated costs	337,000	189,000	189,000	100.0 %	189,000
23 Current administrative expenditure	931,000	945,000	971,000	102.8 %	957,000
24 Postage / Telecommunications	172,000	173,000	205,000	118.5 %	176,000
25 Meeting expenses	-	-	-	-	-
26 Running costs in connection with operational activities	-	-	-	-	-
27 Information and publishing	-	-	-	-	-
28 Studies	-	-	-	-	-
Title 3 Operational expenditure	45,237,000	47,051,000	44,535,000	94.7 %	42,860,000
30 Certification activities	31,904,000	35,010,000	32,289,000	92.2 %	31,058,000
31 Standardisation activities	229,000	171,000	171,000	100.0 %	171,000
32 Development data base	934,000	982,000	1,215,000	123.7 %	1,232,000
33 Communication and publication	415,000	462,000	390,000	84.4 %	365,000
34 Meeting expenses	1,104,000	854,000	1,044,000	122.2 %	844,000
35 Translation and interpretation costs	58,000	25,000	25,000	100.0 %	25,000
36 Rule Making activities	1,493,000	1,302,000	1,294,000	99.4 %	1,054,000
37 Mission, entertainment and representation expenses	6,863,000	6,948,000	6,810,000	98.0 %	6,817,000
38 Technical training	970,000	973,000	973,000	100.0 %	970,000
39 ED and strategic activities	1,267,000	324,000	324,000	100.0 %	324,000
Title 4 Special Operation Programmes	-	-	-	-	-
Title 5 Other expenditures	32,429,000	51,816,000	52,161,000	100.7 %	54,601,000
50 Provisions	32,429,000	51,816,000	52,161,000	100.7 %	54,601,000
TOTAL EXPENDITURE	196,411,375	218,787,000	220,636,000	100.8 %	224,704,000



Table 4: Revenue summary

Revenues	1st Am. Budget 2019	Budget 2020	Draft Budget 2021	Envisaged 2022
			Revenues estimated by the agency	Revenues estimated by the agency
EU contribution	37,643,000	37,954,000	38,713,000	39,487,000
Other revenue	158,768,375	180,833,000	181,923,000	185,217,000
Total revenues	196,411,375	218,787,000	220,636,000	224,704,000



Table 5: Revenue details by title

REVENUES	1st Am. Budget 2019	Budget 2020	Draft Budget 2021	VAR 2021/2020	Envisaged 2022
			Estimate		
1 REVENUE FROM FEES AND CHARGES	103,214,000	125,143,000	121,966,000	97.5 %	125,008,000
2. EU CONTRIBUTION	37,643,000	37,954,000	38,713,000	102.0 %	39,487,000
<i>of which Administrative (Title 1 and Title 2)</i>	34,068,000	33,498,000	34,429,000	102.8 %	35,455,000
<i>of which Operational (Title 3)</i>	3,575,000	4,456,000	4,284,000	96.1 %	4,032,000
<i>of which assigned revenues deriving from previous years' surpluses</i>	-	-	-	-	-
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	2,066,000	2,303,000	2,348,000	102.0 %	2,395,000
<i>of which EFTA</i>	2,066,000	2,303,000	2,348,000	102.0 %	2,395,000
<i>of which Candidate Countries</i>	-	-	-	-	-
4 OTHER CONTRIBUTIONS	-	-	-	-	-
<i>- Of which additional EU funding stemming from ad hoc grants (FFR Art.7)</i>	-	-	-	-	-
<i>- Of which additional EU funding stemming from delegation agreements (FFR Art.8)</i>	-	-	-	-	-
5 ADMINISTRATIVE OPERATIONS	800,000	628,000	628,000	100.0 %	628,000
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	494,375	565,000	465,000	82.3 %	325,000
7 CORRECTION OF BUDGETARY IMBALANCES	52,194,000	52,194,000	56,516,000	100.6 %	56,861,000
TOTAL REVENUES	196,411,375	218,787,000	220,636,000	101.8 %	224,704,000



Table 6: Budget outturn and cancellation of appropriations

Budget outturn	2016	2017	2018
Reserve from the previous years' surplus (+)	59 964 997	52 306 520	54 941 682
Revenue actually received (+)	139 818 972	153 422 140	155 307 323
Payments made (-)	-137 199 223	-139 668 275	-145 339 995
Carryover of appropriations (-)	-81 544 518	-87 727 448	-89 717 656
Cancellation of appropriations carried over (+)	246 962	239 829	134 108
Adjustment for carryover of assigned revenue appropriation from previous year (+)	17 048 844	21 526 364	25 222 376
Exchange rate differences (+/-)	8 797	-6 974	-24 497
Adjustment for negative balance from previous year (-)			-523 340
TOTAL	-1 655 169	92 157	0



IV.3 Staff population

Staff population		Actually filled as of 31.12.2017	Authorised under EU Budget 2018	Actually filled as of 31.12.2018	Authorised under EU Budget 2019	Envisaged ⁸ in 2020	Envisaged ⁹ in 2021	Envisaged ⁹ in 2022
Officials	AD							
	AST							
	AST/SC							
TA	AD	552	557	547	562	566	566	566
	AST	121	123	118	118	114	114	114
	AST/SC							
Total		673	680	665	680	680	680	680
CA GFIV		26	36	23	36	36	36	36
CA GFIII		53	70	60	70	68	68	68
CA GFII						2	2	2
CA GFI								
Total		79	106	83	106	106	106	106
Seconded National Experts		18	24	19	24	24	24	24
Structural service providers								
GRAND TOTAL		770	810	767	810	810	810	810
External staff for occasional replacement	25 Interims			16 interims	20 interims			

NB: a) Actually filled posts 31.12.2018 includes offer letters sent³

b) For reasons of job enrichment the Agency's organisational model does not isolate purely clerical tasks from more challenging ones. As a consequence the staff population does not include any provision for AST/SC Temporary Agents or FG II Contract Agents. The staff recruited under AST function groups play an essential role in many of the Agency's core activities and are often recruited with specialised profiles. Due to the specific nature of the tasks they are so far employed only under FG III and FG IV. The Agency is however reviewing its policy and considering to integrate the FG II profile in its planning by clustering tasks of a secretarial, office management nature.

c) The Agency uses interim staff to replace staff on long-term absence (e.g. maternity/parental leave, long-term sick leave) or in exceptional cases to support in the short term specific programmes and/or projects. Information on the number of interim staff is not included for future years as such needs cannot be accurately predicted. However historically we have employed around 20 interims each year.

⁸ Subject to validation as part of the EASA pilot case.



Category and grade	Establishment plan in EU Budget 2018		Filled posts as of 31/12/2018		Modifications in year 2018 in application of flexibility rule		Establishment plan voted EU Budget 2019		Establishment plan in Draft Budget 2020 Request		Establishment plan 2020		Establishment plan 2021		Establishment plan 2022	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16																
AD 15		1		1		1		1		1		1		1		1
AD 14		26		5		26		29		25		25		25		25
AD 13		33		7		33		36		33		33		33		33
AD 12		57		22		57		68		66		66		57		57
AD 11		81		44		81		86		88		88		81		81
AD 10		103		70		103		108		110		110		103		103
AD 9		119		121		119		115		120		120		119		119
AD 8		80		137		81		78		78		78		81		81
AD 7		44		75		47		30		32		32		47		47
AD 6		13		42		15		11		11		11		15		15
AD 5				23		-				2		2		4		4
Total AD		557		547		563		562		566		566		566		566
AST 11																
AST 10																
AST 9		1				1		1		1		1		1		1
AST 8		4				4		4		3		3		4		4
AST 7		13		2		13		12		11		11		13		13
AST 6		27		11		27		29		27		27		27		27
AST 5		34		36		33		30		30		30		30		30
AST 4		23		34		21		24		25		25		21		21
AST 3		17		21		14		16		15		15		14		14
AST 2		4		13		4		2		2		2		4		
AST 1				1												
Total AST		123		118		117		118		114		114		114		114
Total AST/SC																
TOTAL		680		665		680		680		680		680		680		680

NB: Actually filled posts 31.12.2018 includes offer letters sent



IV.4 Human resources policies

The Agency has a broad range of different activities encompassing technical, managerial and administrative tasks at strategic, tactical and operational levels. In order to resource these activities it has a number of different options, namely to recruit new staff, redeploy existing staff or make use of external expertise under the Partnership Agreements or commercial contracts

IV.4.1 Recruitment policy

EASA recruits staff to mainly perform tasks of a permanent nature, according to the mandate and business plan of the Agency, to ensure sufficient expertise in all domains across the organisation. The majority of the tasks are performed by Temporary Agents (TAs) in the AD and AST function groups. All temporary agent posts are identified as posts of long-term duration. The TAs are engaged to assure the fulfilment of the Agency's mandate in all technical, administrative and managerial levels of the organisation.

The criteria for identifying posts of a long-time duration are that such posts cover tasks of a permanent nature. These are based on the Agency's strategic workforce planning, which is cascaded into the multi-annual recruitment plan to be in line with the Agency's key objectives and the need to safeguard continuous expertise in specific areas. In addition, selection procedures are designed to foster internal mobility complemented by external recruitment for specific profiles. The entry grades will follow the Staff Regulations.

EASA engages Contract Agent (CA) staff on short-term and long-term employment to support the Agency in performing specific projects and tasks, and to perform administrative work with a long-term duration. Contract staff accounted for around 10% of Agency staff in 2017. They play an essential role in many of the Agency's core activities and processes. Due to the specific nature of the tasks covered by contract agent staff the Agency employs contract staff only in function groups III and IV.

The selection procedure for contract staff is laid down in the EASA decision on the engagement and use of Contract agents under Article 3a (adopted in agreement with the European Commission in February 2007) and is currently being revised, awaiting the 'Agency model' decision for implementation of Article 79(2) of the CEOS. The revised decision aims to optimise the recruitment process and ensure mobility and career opportunities for contract staff.

For certain expertise, Seconded National Experts are temporarily working at EASA under the rules applicable to such experts. In general, their assigned tasks at EASA require in-depth expert knowledge and extensive work experience in a specific field of aviation.

A limited number of short-term staff (interims) work in EASA and are contracted through an external service provider, selected following an open tender procedure. Following a business analysis the policy for recruiting interims has been revised to ensure that interims replace staff only on short to medium term leave or exceptionally to support specific programmes and/or projects.

The Agency only has recourse to intramural consultants for limited activities where specific expertise is required (e. g. IT). From 2017 to 2019, on average, the Agency made use of 28 intramural consultants. The Agency intends to continue using a limited number of intramural consultants for those specific activities, which should remain within the same range.



IV.4.2 Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2017		How many staff members were promoted / reclassified in Year 2018*		Average number of years in grade of reclassified staff members
	officials	TA	officials	TA	
AD 16	-		-	-	-
AD 15	-	1	-	-	-
AD 14	-	4	-	-	-
AD 13	-	8	-	-	-
AD 12	-	20	-	-	-
AD 11	-	34	-	1	4.0
AD 10	-	72	-	1	4.9
AD 9	-	98	-	10	4.1
AD 8	-	133	-	27	3.2
AD 7	-	99	-	28	3.5
AD 6	-	51	-	15	3.5
AD 5	-	11	-	2	2.5
Total AD	-	531	-	84	-
AST 11	-	-	-	-	-
AST 10	-	-	-	-	-
AST 9	-	-	-	-	-
AST 8	-	-	-	-	-
AST 7	-	1	-	-	-
AST 6	-	8	-	1	3.9
AST 5	-	22	-	4	3.4
AST 4	-	35	-	10	3.3
AST 3	-	30	-	8	4.3
AST 2	-	24	-	4	4.9
AST 1	-	5	-	2	4.8
Total AST	-	125	-	29	-
AST/SC1	-	-	-	-	-
AST/SC2	-	-	-	-	-
AST/SC3	-	-	-	-	-
AST/SC4	-	-	-	-	-
AST/SC5	-	-	-	-	-
AST/SC6	-	-	-	-	-
Total AST/SC	-	-	-	-	-
Total	-	656	-	113	-



* The number shows the effective reclassifications until 31 December 2018 (including staff members proposed for reclassification in previous years, who fulfilled the third language requirement in 2018).

** The data shows the number of years in the grade between the award of the previous grade and effective reclassification (it includes a delay resulting from awaiting for the third language certificate to be obtained).

Table 2 -Reclassification of contract staff.

Function Group	Grade	Staff in activity at 1.01.2017	How many staff members were reclassified in 2018	Average number of years in grade of reclassified staff members
CA IV	18	-	-	-
	17	-	-	-
	16	-	-	-
	15	7	1	3.0
	14	10	2	2.9
	13	8	4	4.1
CA III	12	1	-	-
	11	7	2	4.4
	10	14	1	3.0
	9	26	8	3.7
	8	6	0	2.6
CA II	7	-	-	-
	6	-	-	-
	5	-	-	-
	4	-	-	-
CA I	3	-	-	-
	2	-	-	-
	1	-	-	-
Total		79	18	-

EASA established a new formalised appraisal procedure of individual performance in 2016 for both, Temporary and Contract Agents, based on the Implementing Rules issued in 2015. The system provides for an annual evaluation of each staff member's efficiency, ability and conduct as foreseen in Article 43 of the Staff Regulations. The system includes also the formalisation of an individual training and development plan. The appraisal procedure at EASA is well established and provides a solid basis for the reclassification procedure. During the 2018 appraisal exercise greater emphasis was put on identifying staff members' competencies, development needs and aspirations.

A new merit-based career development system (reclassification for its Temporary and Contract Agents (CA)) was implemented in EASA in 2016, in line with the re-classification implementing rules adopted also in 2016.

IV.4.3 Mobility policy

The Agency maximised its staffing plan and the Agency will have to increasingly rely on a "strategic" approach to internal mobility to ensure its future sustainable development. As part of the new "Strategic Workforce Planning" approach, a new staff and development policy was piloted in two directorates during 2017 and



was further expanded during 2018. The new policy widens the scope of mobility and includes a more structured, comprehensive and forward looking approach to staff development, taking into account the Agency's business needs, strategic workforce planning, and the individual staff member's competencies and aspirations. By the end of 2019 the policy will have been implemented across all directorates.

In line with the provisions detailed in the Art 2f Implementing Rule, the Agency has been developing in the framework of the network of agencies and Standing Working Party procedures for promoting and implementing mobility between Agencies employing Art 2f Temporary Agents.

IV.4.4 Gender and geographical balance

Explanatory figures to highlight gender/nationalities of staff (with reference to the contract type and indication of the function group).

Nationality	TA				TA Total	CA				Contract Agent Total	Gender total		Grand total
	AD		AST			FGIII		FGIV			F	M	
	F	M	F	M		F	M	F	M				
Austria	1	5	2		8					0	3	5	8
Belgium	2	20	6	4	32		1	1	2	4	9	27	36
Bulgaria	5	1	2		8				2	2	7	3	10
Croatia	1	2			3	1			1	2	2	3	5
Cyprus	1	2			3					0	1	2	3
Czech Republic	1	4			5					0	1	4	5
Denmark		5	1		6					0	1	5	6
Estonia					0			1		1	1		1
Finland	1	6	2		9					0	3	6	9
France	21	99	10	2	132	5	1			6	36	102	138
Germany	16	91	29	9	145	11	8	2	1	22	58	109	167
Greece	2	8	8	2	20	4	4		1	9	14	15	29
Hungary	3	2	2		7	1	1			2	6	3	9
Iceland	1	2			3					0	1	2	3
Ireland	2	9	2		13	1				1	5	9	14
Italy	7	70	8	2	87	1	1	1	1	4	17	74	91
Latvia		3	2		5					0	2	3	5
Lithuania		3			3	1				1	1	3	4
Norway		1			1					0		1	1
Poland	1	5	7		13	2	2		1	5	10	8	18
Portugal	5	6			11	1				1	6	6	12
Romania	5	13	2	1	21	5		2	3	10	14	17	31
Serbia								1		1	1		1
Slovakia	2	4			6	1				1	3	4	7
Slovenia		4			4			1		1	1	4	5
Spain	12	38	4		54	2	1	2	4	9	20	43	63
Sweden		4	1		5					0	1	4	5
The Netherlands	2	21	3		26					0	5	21	26
United Kingdom	1	9		2	12	1	2			3	2	13	15
Grand Total	92	437	91	22	642	37	21	11	16	85	231	496	727

NB: Gender and geographical balance of staff in house end of August 2019 excluding offer letters sent.



EASA believes that diversity brings a richer variety of perspectives, which fosters innovation, and improves risk assessment and solution-finding. Inclusion means inviting and supporting staff to bring their whole self to work and give their best. As an equal opportunities employer the Agency has introduced a number of measures to address gender imbalance:

- The Executive Director is a signatory to the European Commission's Women in Transport declaration on equal opportunities for women and men in the transport sector. He is also the sponsor of the HeforShe UN initiative at EASA. To promote the ambitions for the declaration the Agency has appointed a gender balance "advocate" to identify best practices and propose actions to promote gender equality. These actions intend to attract more women, and to ensure true inclusion of all staff.
- Attracting the very best people: Gender balance is taken into account as far as possible during selection procedures. EASA is systematically monitoring the gender distribution among applicants. While the data confirms that the specific technical labour market in which the Agency operates is dominated by male candidates, EASA actively reaches out for female candidates, by publishing the positions in the right forums, explicitly encouraging applications from female candidates, and drafting positions with precise information as it may affect work-life balance. In addition, and to the extent possible, selection panels include members from both genders.
- EASA is connected to the international gender balance network and participates actively in the Women in Transport Platform.
- To ensure a factual basis and to measure effectiveness of actions, there is continuous monitoring of gender disaggregated statistics and the perception of inclusion.
- EASA pursues to raise awareness of unconscious bias and counter it with female role models examples. This is achieved through regular Communications campaigns and events, and training.
- Favourable working conditions (e.g. maternity leave, part time working, flexi-leave and teleworking) were put in place, enabling staff to achieve an appropriate work-life balance.
- Note that since the appointment of the gender balance advocate the representation of women in managerial positions has increased from 16.9% to 19.5%. It is expected that this representation will further increase during 2019.

IV.4.5 Schooling

There is no European School Type 2 in the Cologne area, however the Agency has service contracts with 6 international schools in the Cologne area and pays the school fees of children attending primary and secondary schools within the established ceilings of EUR 14.455,53 per child in primary school and EUR 17.631,50 per child in secondary school. These ceilings were established for the 2019-2020 school year and are revised on a yearly basis.



IV.5 Buildings

	Name, location and type of building	Other Comment
Information to be provided per building:	Neue Direktion Köln, Konrad-Adenauer-Ufer 3, Cologne	
Surface area (in square metres)	22.958	
Of which office space	22.077	
Of which other spaces (e.g. archive, storage area)	881	
Annual rent (in EUR)	6.812.706,60	
Type and duration of rental contract	Rental period 01.07.2016-30.06.2036 with 2 months handover period (01.05.2016-30.06.2016)	
Host country grant or support	No	
Present value of the building	Not applicable	

In addition the Agency has an office in Brussels:

	Name, location and type of building	Other Comment
Information to be provided per building:	Avenue de Cortenbergh 100; 1040 Brussels	
Surface area (in square metres)	944,39	Non-office space consists of meeting rooms on level 0.
Of which office space	540,66	
Of which non-office space	403,73	
Annual rent (in EUR)	347.928	
Type and duration of rental contract	Rental 01.03.2012-28.02.2027	
Host country grant or support	No	
Present value of the building	Not applicable	

IV.6 Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
Brussels	12 months VAT free for certain types of purchases (electrical goods, furniture, car etc.) based on the same agreement between the European Commission and the Belgium Minister of Foreign Affairs	Access to the crèche / kindergarten, garderie post-scolaire and European Schools of the European institutions
In the absence of a European School in Cologne, EASA signed service contracts with international schools in the Cologne area	EASA is paying the school fees for children attending primary and secondary school in the international schools with which a service contract has been signed within the limit of a ceiling established per school year (EUR 14.455,53 for primary school and EUR 17.631,50 for secondary school for the school year 2019-2020)	
Agreement between EASA & KVB (the company offering public transport services in the Cologne area)	EASA staff members can benefit (as any other employees working for a company located in the Cologne area) from a cheaper price for the public transport season ticket. The cost of the season ticket is deducted on a monthly basis from the EASA employees' salaries who have subscribe via EASA for the public transport season ticket	



IV.7 Strategy for cooperation with third countries and/or international organisations

Cooperation with third countries and international organisations:

One of the EU priorities is to be a strong global actor. A key part of this is developing strong, comprehensive and mutually beneficial aviation relations with its key partners, including in the areas of safety, security and the environment.

In this context, EASA is a natural implementing partner for EU external actions in aviation. It supports the implementation of the EU's external aviation policy by promoting European safety standards to different countries and regions of the world, with which the EU/EASA have established a relationship. By extension, this provides a framework for and boosts the expansion of EU industrial interests in these countries. Through its activities, the Agency also gathers information pertinent to all aviation sectors and liaises with the European Commission in support of the EU Air Safety List.

The EU has clearly mandated EASA to work with international partners and organisations to improve safety on a global level, to ensure a global level playing field for European industry and to support Member States in fulfilling their international obligations. The Agency fulfils this mandate using several tools:

- Conclusion of agreements with international partners

EASA can conclude Working Arrangements (WA) and other cooperation agreements with foreign civil aviation authorities. More than 120 such WAs and other cooperation agreements of various scope have been concluded with some 35 States. They establish terms of cooperation in various areas of aviation safety and support the acceptance of European products and services into these countries. In the following years, the Agency will continue to deepen the relationship with its most important partners, namely through the signature and implementation of new agreements.

The Agency also supports the European Commission in the negotiation and implementation of Bilateral Aviation Safety Agreements (BASA). Three such Agreements are in place with the US, Brazil and Canada, while further two are expected to enter into force in 2020, with China and Japan. One of the main priorities for the Agency will be to work together with its partners to implement working procedures that will strengthen the relationships between authorities, and bring stability and certainty to European industry.

In this regard, it is important to note that BREXIT will also have an impact on the activities of the Agency. While the full elements of the relationship that will be established between the EU and the UK are still not known, it is safe to assume that international legal instruments will need to be put in place to regulate that relationship in terms of civil aviation, and that EASA will have a pivotal role to play in that regard.

- Cooperation with other international organisations

On a multilateral basis, the Agency has a mandate to assist Member States in respecting their international obligations. It maintains close working relations with the International Civil Aviation organisation (ICAO), to provide technical expertise, exchange safety information (through the EASA-ICAO WA), help coordinate and promote common European positions and support the implementation of ICAO standards e.g. through Compliance Checklists.

The Basic Regulation of 2018 also strengthened the mandate of EASA in the international dimension, especially in relation to ICAO. The contribution to the coordination of European positions at ICAO level remains a priority activity for the Agency. Being a strong believer in regional cooperation, EASA intends to strengthen its ties with the ICAO EUR/NAT office and with European Civil Aviation Conference, to continue



extending some of the highlights of the EASA system (such as EPAS) to other European countries. Being itself recognised as a Regional Safety Oversight Organisation (RSOO) under the ICAO system, EASA sees a pivotal role for RSOOs in enhancing the safety performance of Contracting States, and will continue to engage with other sister organisations in different forms of cooperation.

- Implementation of technical cooperation projects in third countries

The Agency supports partner countries in improving their oversight capabilities through technical cooperation programmes, an area in which it has established itself as the EU's default implementing body. Another key aspect of the technical cooperation activities is to support those countries throughout the world that have chosen to make use of the EASA regulations.

A second aspect covered by the so-called Aviation Partnership Projects (APPs) is to promote EU industry interests and, by doing this, to provide a more compatible and open market for the EU aviation industry.

- Foreign presence

The presence of EASA representatives in partner countries has proven fruitful and should be further exploited. This has been recognised in the 2018 Basic Regulation, which clearly mentions the possibility for the Agency to post staff in third countries. The Agency has identified the potential key regions where an expanded presence would be useful and will continue to explore these possibilities in the future (Balkans, Latin-America).

IV.8 Strategy for achieving efficiency gains and synergies

In the framework of the F&C Regulation review, the potential to improve the use of resources at the Agency was analysed. The analysis identified material opportunities in a number of pilot departments, and recommended a plan to capture benefits across the whole organisation.

The Agency will therefore launch a transformation programme in the second quarter of 2020 to be completed by the end of 2023. The programme will consider among others optimal cross-department processes and the systematic use of digital platforms deployed under the CORAL programme.

The programme is expected to produce benefits in terms of reduced resource requirements and increased output. Following the initial experience gained in 2020, the Draft SPD 2021 will be updated accordingly. Based on current assessments the Agency expects to achieve efficiency gains equivalent to an 8% cost reduction by the end of the programme. This will allow the Agency to moderate fee increases or pass on qualitative benefits by investing in strategic projects for the future. In addition the programme envisages to prepare EASA staff to continue regular assessments and implement further improvements beyond the end of the programme itself.

IV.9 Strategy for the organisational management and internal control systems including their anti-fraud strategy as last updated

The Integrated Management System is a single integrated system used by EASA to manage the totality of the organisation and internal control system, in order to meet our objectives and also satisfy our stakeholders' expectations without compromising safety or environmental protection. The EASA Integrated



Management System has been built based upon the EASA Management Standards, which combine both ISO9001 and Internal Control Standards (ICS) developed by the Commission. These 22 specific standards relate to strategy, resources, management responsibility, products and processes, as well as documentation and auditing and they form the foundation for developing and implementing the EASA Integrated Management System. The system is structured according to the Plan, Do, Check, Act cycle which promotes a culture of continual improvement.

In November 2013, OLAF released guidelines for Agencies on developing and implementing an Anti-Fraud Strategy. Based on these guidelines and methodology, EASA established its own Anti-Fraud Strategy covering the whole Anti-Fraud life cycle. The Strategy is built on key objectives and specific actions tailored to EASA's environment. During 2019, OLAF updated its strategy and the Agency is currently in the process of updating its own Anti-Fraud Strategy.

IV.10 Evaluations

The Management Board agreed in December 2017 to commission an independent external evaluation of EASA, according to Art. 62 of its Basic Regulation. The evaluation was launched in 2018 and an independent consultant ('BearingPoint') tasked to evaluate more specifically the efficiency and robustness of EASA's SPD process, including by way of benchmarking this process against the practice applied by other Agencies. The final evaluation report concluded very positively and was endorsed by the MB in its meeting of December 2018. With the implementation of the report's recommendations confirmed by the PAR-AG, the MB finally closed this project in its meeting of June 2019.



IV.11 Risk register 2020

IV.11.1 Critical risks

Risk details								
No.	Description, Potential cause(s) and Potential consequence(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	Decision & Action plan	Owner	Deadline
III.11 - 6.2.1 III.4 – 3.1.3 III.10 – 4.3.1 and III.11 -2.2.1	<p>Executive Directorate related processes:</p> <p>Information Security</p> <p>Description: Partial protection of information managed by the Agency, including third party information, to an adequate level of security.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Incomplete protection framework for third-party information handled within the Agency - Measures established only on Information Technology security, on-going implementation of a broader scope of Information Security - Lack of awareness of Agency staff on Information Security - Relevant stakeholders partially informed of roles and responsibilities for the prevention and correction measures related to Information Security <p>Potential consequence(s):</p> <p>Possible short-term disruption. Additional delays implementing Work Programme. Reputational damage. Loss/leakage or manipulation/destruction of information. Financial damage. Political criticism and pressure.</p>	<ul style="list-style-type: none"> - EASA Security Officer nominated - Information Security Cell chaired by the Chief Information Management Security Officer - Protection of privacy data established as per EDPS rules - New Cyber security strategy implementation including a single Digital Identification and Access System 	H	C	H	<p>Decision: Reduce</p> <p>Actions:</p> <ul style="list-style-type: none"> - Implement Information Security roadmap following ExCom approval 	ED.0	12/2020



Risk details									
No.	Description, Potential cause(s) and Potential consequence(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	Decision & Action plan	Owner	Deadline	
III.11 – 2.2.2	<p>Repository of Information (Art.74):</p> <p>Description: Failure to define, implement or maintain the future Repository of Information as defined in the Regulation (EU) 2018/1139.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none">- Unclear or not agreed business specifications between the Agency and the Member States- Unclear or lack of agreement between the Agency and the Member States to release the Opinion to EC- Interoperability issues due to the diversity of existing IT systems within the Agency and Member States- Non-compliance with Data Protection regulation- Unclear or not agreed technical requirements between the Agency and the Member States (security, access rights management, etc.)- Lack of integration with the future IT architecture within the Agency- Delay or cancellation of CORAL programme- Low-priority decided by CORAL programme <p>Potential consequence(s): The Agency, States and EC cannot exchange automated information. Potential non-compliance to rules. Reputational damage. Legal damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders.</p>	None	H	S	H	<p>Decision: Reduce</p> <p>Actions:</p> <ul style="list-style-type: none">- Manage a Task Force with MS to ensure appropriate and agreed specifications Implement interim solution for critical areas: certain cases of exemptions and Unmanned Aircrafts registration- Involve Legal and DPO within the Task Force- Work closely with CORAL team and IT department to ensure integration of Repository within the new digitalisation architecture on-time	SM.0 SM.0/ED.2 SM.0/RS.2	06/2021 06/2022 12/2023	
III.11 – 6.2.1	<p>Executive Directorate related processes:</p> <p>Emergency management</p>	- Emergency management preparation	L	C	H	<p>Decision: Reduce</p> <p>Actions:</p> <ul style="list-style-type: none">- Replace existing crisis response plan with an	ED.0	12/2019	



Risk details								
No.	Description, Potential cause(s) and Potential consequence(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	Decision & Action plan	Owner	Deadline
	Description: Lack of / or inappropriate response to an emergency/crisis. Potential cause(s): - Unpredictable event (e.g. political, natural, financial, pandemic) Potential consequences(s): Aviation system total or partial breakdown. No or erroneous internal and/or external communication. Inappropriate perception of the situation. Reputational damage. Safety issues.	- Emergency/Crisis cell - Participation in the European Crisis Control Group.				emergency management procedure. - Ensure validation of the updated procedure by management - Perform a new emergency/crisis exercise every 2 years		03/2020 06/2020
III.3 - 1.1.2 III.3 – 3.1.1 III.3 - 1.1.3	Initial and Continued Airworthiness, Environmental Certification and Operational Suitability, Continuing airworthiness and operational suitability, Certification related services: Meeting the legal liability. Description: the Agency or its staff is found guilty and/or civil/criminal liability is engaged. Potential cause(s): - Erroneous issue of a certificate/approval/authorisation, for which the Agency is competent - Non-compliance with applicable certification basis - Inappropriate Certification Basis - Inadequate technical expertise - Unaddressed safety issues during the product life cycle of certification, validation, approval of flight conditions. - Unaddressed environmental issues at the time of certification, validation, - Lack of progress in the processing of Safety Recommendations - Non issuance of an Airworthiness Directive or insufficient corrective actions, inadequate compliance	- Compliance with the EASA Integrated Management System, especially state-of-the art technical working procedures - Involvement of Legal Department - Separation of duties - Policy on sensitive functions - European Commission liability coverage - Recruitment of highly qualified staff - Internal Occurrence Reporting System - CSR	L	C	H	Decision: Reduce - Create a certification monitoring process, also covering outsourced tasks - Staff training - Set up competency matrix - Set up of knowledge management database - Simplification of processes	CT.0/CT.5	31/12/2021



Risk details								
No.	Description, Potential cause(s) and Potential consequence(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	Decision & Action plan	Owner	Deadline
	<p>time specified by an Airworthiness Directive</p> <ul style="list-style-type: none"> - Erroneous acceptance of alternative means of compliance to airworthiness directives - Accident involving EASA Flight Test Pilot or Flight Test Engineer during verification flight - Lack of consistent approach between applicants - Incorrect definition of LOI <p>Potential consequence(s): Financial damage. Reputational damage. Staff members could be criticised and/or held liable. Staff requested to stop working during court proceedings. Political criticism and pressure.</p>	<ul style="list-style-type: none"> - Chief Experts / PCMs and Senior Experts / PCMs matrix in place - Product Safety Boards for Continuing Airworthiness issues 						
III.11 - 6.2.2	<p>Prepare EASA for BREXIT :</p> <p>Description: Potential disruption of aviation activities</p> <p>Potential cause(s): Loss of mutual recognition of certificates (for products/ parts/ appliances and natural/ legal persons)</p> <p>Potential consequence(s): Grounding of aircraft</p>		M	C	H	<p>Decision: reduce</p> <ul style="list-style-type: none"> - Work closely with the Commission/ TF50 to define appropriate mitigating measures. - Prepare EASA at best for British organisations' applications as Third Country. - Development of different scenarios anticipating different negotiations' outcomes. 	ED.2	29/03/2019
III.11 - 1.1.4 And	<p>Business Programming, Reporting and Information management:</p> <p>Information Management</p> <p>Description: Failure to establish and maintain an integrated, consistent and efficient information management framework. Failure to define ownership of</p>	<ul style="list-style-type: none"> - Recent creation of the Information Management Team - Information Management Framework, including information owners 	H	S	H	<p>Decision:</p> <ul style="list-style-type: none"> - Approve Information Management Framework. - Draft Information Management Strategy - Work closely with CORAL team and IT department to ensure integration 	<p>SM.2</p> <p>SM.2</p> <p>SM.2 / ED.0</p>	<p>06/2020</p> <p>06/2020</p> <p>10/2020</p>



Risk details								
No.	Description, Potential cause(s) and Potential consequence(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	Decision & Action plan	Owner	Deadline
III.11 -2.2.1	<p>information and agree upon at the Agency level. Inappropriate or lack of documentation/information management system.</p> <p>Potential cause:</p> <ul style="list-style-type: none"> - Data can be created via a multitude of processes - accountability for data-quality not agreed upon - Inappropriate or lack of Agency-wide policy on document management - Insufficient acceptance of the users to use a centralised document management system <p>Potential consequence(s): Deficiencies in operations. Legal damages. Reputational damage. Decision-making based on wrong information. Efficiency loss.</p>	<p>and stewards within the Business.</p> <ul style="list-style-type: none"> - Approved Records management - ARES - Conciliation of Document and Records Management Policy with the Information Management Framework - SLA with OIB to manage paper archives 				of Information Management within the new digitalisation architecture.		



IV.11.2 Non-critical risks

Risk details		Assessment of the residual risk			Monitoring	
No.	Description, Potential cause(s) and Potential consequence(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
III.11 - 6.2.1	<p>Executive Directorate related processes:</p> <p>Management of Conflict of Interest within the Management Board.</p> <p>Description: Failure to manage situations, in which a MB member has personal or professional interest, that compromise the MB's or the MB Member's independence in decision-making or might be perceived as compromising such independence. Note: the MB is not under the control of the Agency, neither under EU Commission (1 vote) nor EU Parliament (not present and no vote).</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - National interest of MB member(s) takes precedence over European Aviation interests - Policy on Conflict of Interest for MB members not adequately implemented/enforced <p>Potential consequence(s): Political pressure. Delays in Planning documents (Work Programme, Budget etc.). Influence on voting procedures/candidates. Additional unnecessary tasks/reports requested by the MB (triggered by the Member at stake) may distract away the Agency from core business (divert resources, increased workload, etc.). Reputational damage if the Discharge is not awarded. Financial cost</p>	<ul style="list-style-type: none"> - Art. 98-102 BR (i.e. 99.1) - Code of Conduct adopted in December 2012 - MB rules of procedure - Support by the Assessment Committee, the MB Secretariat and/or the Chairman of the MB 	L	S	L	ED.0 & ED.2
III.11 - 1.2.6	<p>Military Aviation:</p> <p>Description: Lack of common understanding of military and defence concerns; Lack of appropriate processes to treat military related certification; Lack of processes to deal with classified information and/or EAR(Export Administration Regulation)/ITAR (International Traffic in Arms Regulation) controlled</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - cultural gap of the staff, lack of appropriate experience / qualification 	<ul style="list-style-type: none"> - EASA Military Coordination Mechanism (EASA internal) is established since 2017 supported by a Military advisor - EAR/ITAR process in preparation - Security rules under preparation to deal 	M	S	M	ED.0



	<ul style="list-style-type: none"> - Lack of internal coordination within and across directorates - Organisation not yet adapted to manage EAR and ITAR <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - Loose of business opportunities - Delay of states and military applications - Personnel penalties, from USA administration to EASA staff - EASA exempted from EU/NATO classified information 	with classified information				
III.11 - 6.2.1	<p>Executive Directorate related processes:</p> <p>Managing external communication.</p> <p>Description: Ineffective message management.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Complexity of messages and/or situation - wrong communication target - Uncertainty about EASA's role in relation to legal competence in some Member States - Political pressure - Insufficient information to present the complete picture <p>Potential consequence(s): Relevance of EASA brought into question. Incorrect perception of EASA. Reputational damage. Legal damage.</p>	<ul style="list-style-type: none"> - Stakeholder satisfaction survey - Centralised communication - Communication monitoring - Communication Policy and internal work instructions - Centralised EASA web-site management - Ad hoc internal groups for specific events 	L	L	L	ED.1
III.11 - 4.1.1	<p>Human Resources:</p> <p>Management of Conflict of Interest (Col) within the Agency.</p> <p>Description: failure to manage situations, in which the Agency, its staff, consultants/contractors and/or external expert (i.e. NAA/QE staff) has personal or professional interest, that compromise independence in decision-making or might be perceived as compromising such independence.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - External experts (NAA/QE) have different points of view - Contractors/consultants have conflicting interests and/or pre-existing relationships/activities - Non awareness of Col situations - Non-uniform policy on Col of external experts 	<ul style="list-style-type: none"> - EASA Integrated Management System - Staff Regulations - HR - Finance & Procurement procedures/processes - Agency Code of Conduct - Trainings on Col - Declarations of interest - Ethical committee with Rules of Procedure and assessment criteria 	L	S	L	RS.1



	Potential consequence(s): Delays in Work Programme. Distractions from core business. Demotivation of staff members. Increased workload. Diverted resources. Reputational damage. Safety issues. Financial cost.					
III.10 – 4.3.1 III.11 – 4.1.1	Applicant relations, Information Technology, Human Resources, Corporate Services, Implement budget: Description: Failure to achieve Service Level Agreements in the area of administrative and support services, as e.g. Applications are delayed due to inefficient exchange of information between EASA and the applicant Potential cause(s): - Inadequate financial and/or human resources access - Timely and inadequate provision of travel security advice - Negative priorities established in the SPD Potential consequence(s): Applications delayed; Financial impact. Operational impact. Security impact (IT, building and travel). Reputational impact. Health and Safety of travellers	- European Commission travel security advice - De-prioritization of service areas (in agreement with the business) - Further outsourcing of activities (when budget is available)	M	S	M	RS.0
III.2 - 1.1.1	European Big Data Programme – Data4Safety –: Willingness of safety data owners to join the programme and share the data Description: Insufficient number of cooperative candidate members Potential cause(s): - Lack of trust of potential members Potential consequence(s): failure of the project; Europe staying less advanced than other regions regarding safety data collection and analysis capabilities, and big data technologies	- Robust governance system for building of trust - Data sources shared with D4S are protected as required - analytical purposes and usages of the data sources are in line with the objectives of the D4S Programme	M	S	M	SM.1
III.2. – 2.1.1	Safety Intelligence and Performance: Quality of data and timely provision of analysis resources Description: inadequate quality or quantity of data, resources not timely available to support the safety analysis tasks required in particular for the management of systemic safety risks Potential cause(s): - insufficient quantity of safety or exposure data	- Safety analysis process. - Safety risk management process - Network of Analysts -Implementation of Regulation (EU) 376/2014 -Implementation of Regulation (EU) 996/2010	M	S	M	SM.1



	<ul style="list-style-type: none"> - insufficient quality of safety or exposure data - insufficient safety analysis resources <p>Potential consequence(s):</p> <p>Agency decision making processes not supported by quality safety analysis; potential for un-addressed or inadequately addressed safety issues</p>	<ul style="list-style-type: none"> - Close collaboration with information security officer 				
III.2. – 2.1.1	<p>Safety Intelligence and Performance:</p> <p>Identification and mitigations of systemic safety issues</p> <p>Description: Failure to identify and set priorities of systemic safety issues. Failure to respond to safety issues in a timely manner.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Information on potential safety issues not reaching the agency - Information on potential safety issues not being fed into the adequate internal process and/nor not reaching the appropriate persons - Untimely or inadequate decision making on actions required - Inadequate monitoring of actions implementation <p>Potential consequence(s):</p> <p>Top safety issues not reaching the EPAS. Appropriate mitigations not put in place. Loss of confidence of EASA safety partners in the SRM. Exposure to legal action.</p>	<ul style="list-style-type: none"> - Safety risk management process - Occurrence reporting, accident follow-up and safety re-commendations - Product and organisation oversight. - Standardisation - EPAS process, rulemaking, safety promotion - Data4Safety programme 	L	S	M	SM.1
III.10 – 4.3.2	<p>CORAL Programme (phase I and Phase II):</p> <p>Description: Programme fails to achieve targets due to lack of clarity on objectives, resource shortages and/or weak stakeholder engagement. Sensitive technical material and /or personal data is disclosed due to security breaches or mishandling of information (user error). CORAL programme fails to deliver expected benefits, including future digitalisation opportunities</p>	<ul style="list-style-type: none"> - New IT Governance in place allowing timely reporting to decision makers and equal involvement of all internal stakeholders 	M	S	M	ED.0
III.11 – 4.3.4	<p>Potential cause(s):</p> <ul style="list-style-type: none"> - The constant evolution of the EASA environment forces the programme to constantly seek confirmation of the objectives. - Non-compliance with the approved CORAL/IT governance - The stakeholder engagement is highly dependent on objectives stability (insufficient change management) 	<ul style="list-style-type: none"> - Constant reporting to the ExCom - Verification of the data handling by the DPO and the Information security manager 				



	<ul style="list-style-type: none"> - Difficulties in procuring external support - Difficulties in identifying new digital business models as required by stakeholder that may need to change the EASA practices <p>Potential consequence(s): The Agency makes an investment that does not generates the expected benefits. The Agency is not able to follow industry digitalisation. The expected efficiency improvements are not met. The future expected/wished improvements are not identified / realised.</p>	<ul style="list-style-type: none"> - Programme implemented in tranches, after each there is a benefits realisation analysis - Full business participation in the new governance (Business Improvement workshops) to have wide inclusion of potential improvements ideas) - CORAL Change Management part of the programme 				
III.2 - 6.1.1	<p>Research Strategy:</p> <p>Insufficient support from major stakeholders</p> <p>Description: the agency does not receive sufficient support from stakeholders to implement its urgent research needs or to support the effort to be undertaken to support other stakeholders' research activity.</p> <p>Potential cause(s):- Conflicting interests and priorities- Insufficient indirect access to EU research funding</p> <ul style="list-style-type: none"> - Lack of co-ordination and adequate communication with relevant stakeholders <p>Potential consequence(s): inability to implement the research strategy or to tackle urgent priorities in service issues in a timely manner</p>	<ul style="list-style-type: none"> - The ERC actively supports the steering and monitoring of the relevant research activities and makes recommendations which ensure the efficient involvement of stakeholders - Negotiation of grants and other agreements - Strong relation with stakeholders through networks and meetings 	M	M	M	SM.0.1
III.2. - 2.1.2	<p>Safety Promotion:</p> <p>Safety Promotion fails to have the planned impact</p> <p>Description: EASA spends time creating material that is either unpublished or not marketed sufficiently so that it does not reach it's intended audience and EASA's Safety Promotion material does not provide the information needed by stakeholders and is there for of limited value and benefit in raising awareness of safety risks.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - The technical content of material does not meet the needs of stakeholders. 	<p>EPAS which defines Safety Promotion Plan and identifies the targeted audience of every deliverable and specifies the communication tools to be used</p> <p>Quality assurance via internal and external audits</p> <p>Strong links with stakeholders across Safety Promotion networks and initiatives</p>	L	L	L	SM.1.3



	<ul style="list-style-type: none"> - EASA website is not able to provide information in a format that makes information easy to find. - Lack of tools, technologies or access to website/ social media to enable the publication and promotion of safety promotion deliverables. <p>Potential consequence(s): The EASA system remains less advanced than others regarding the implementation of effective safety promotion. Safety risks remain at the level prior to safety promotion campaign.</p>					
III.2. – 2.1.2	<p>Safety Promotion:</p> <p>Backlash caused by a Safety Promotion activity</p> <p>Description: Negative feedback on a Safety Promotion activity, for which the Agency is not prepared, reduces the credibility of the EASA system as leading safety promotion actor.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Inadequate technical and social engineering competences, resulting in poor safety promotion material and actions. - Insufficient planning and consideration of potential negative factors. <p>Potential consequence(s): Loss of EASA image and credibility as leading safety promotion actor in Europe and worldwide. Safety Promotion programming as part of the EPAS and Safety Promotion Plan considers the potential risk of deliverables.</p>	<p>Safety Promotion deliverables have pre-prepared responses to anticipated issues.</p> <p>Safety Promotion is subject to Impact Assessment and Evaluation.</p> <p>Working together with stakeholders in Safety Promotion networks and initiatives.</p>	L	L	L	SM.1.3
III.11 – 1.1.4	<p>Business Programming, Reporting and Information management:</p> <p>Business programming</p> <p>Description: outcome of EASA activities deviates from Business programming. Resources were allocated based on fraudulent or false information.</p> <p>Potential cause:</p> <ul style="list-style-type: none"> - Available data is not sufficiently detailed - Historical data is not available limiting ability to cross-check - Information provided is manipulated - Wrong assumptions <p>Potential consequence(s): sub-optimal use of Agency resources. Delayed publication of programming documents. Wrong strategic decisions are taken. Resources are allocated to false priorities.</p>	<ul style="list-style-type: none"> - Comparison of received data with historic values - Workshops with executive and operational managers - Review of planning document at top-management level - Quarterly review meetings to track the Agency's performance - Creation of Budget Control Committee in 2019 	M	S	M	SM.2



III.11	Human Resources:	- Recruitment procedures	M	S	M	RS.1 with support of each Dir.
–		- Assessment Centre				
4.1.1	Recruitment and retention of sufficient and competent staff.	- Planning process (BP/WP/Staff Policy Plan/Budget)				
	Description: failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members.	- Annual general training and technical training planning (training maps)				
	Potential cause(s):	- Policies on skills retention, internal mobility and high-level training				
	- Unavailability on the market and competition with industry					
	- Language barriers					
	- Non motivation of candidates (expatriation, Cologne, reward package, lack of seat agreement...)					
	- Lack of funding					
	- Restriction by EU Budgetary Authority on numbers for a significant duration in time (both subsidy and F&C staff)					
	- No competence framework in place, including IT application					
	- No retention of skills that are demonstrated by licenses in place					
	- Unforeseeable impact of “hard” Brexit, with leave of an extensive number of British experts.					
	Potential consequence(s): Insufficient resources to identify and rectify safety issues. Delays in achieving Agency objectives/tasks. Interruption of critical services. Loss of licenses and know-how. Overload on staff members in place. Best candidates go elsewhere. Safety issues. Delay in recruitment. Difficulty to keep abreast with technology. False signal to budgetary authorities if recruitments are delayed Issue of certificate/approval based on inaccurate or incorrect information. Safety compromised. Reputational damage. Legal and financial damage.					
III.11	Executive Directorate related processes:	- Article 115 of BR	L	S	L	SM.2.2
–		- rules of procedure for MAB (MB Decision 19/2015) and SAB (MB Decision 20/2015) as well as MB Decision 01-2016				
6.2.1	Insufficient support from external stakeholders, e.g. Member States Advisory Body (MAB) and industry Stakeholder Advisory Body (SAB)	- proactive management and monitoring of stakeholders				
	Description: failure to have the right level of strategic, political and technical support from Member States, industry and European Commission.	- Centralised communication with advisory bodies and other external parties				
	Potential cause(s):	- Ad hoc meetings with stakeholders				
	- Insufficient coordination of strategic, political and technical input from stakeholders.					
	- Insufficient resources invested in showing the benefits of activities implemented					



	<ul style="list-style-type: none"> - little or no co-ordination between the political and technical level of different advisory bodies and stakeholders - Conflicting interests and priorities at political and technical expert level - Political pressure or undue influence <p>Potential consequence(s): Delay in adoption of rulemaking deliverables. Relevance of EASA brought into question. Incorrect perception of EASA. Reputational damage. Legal damage (stakeholders' complaints). Demotivation of staff members.</p>					
EASA and III.11 – 2.2.1	<p>Transversal Risk of ensuring Business Continuity in case of an adverse event</p> <p>Business Continuity.</p> <p>Description: failure in providing the capability to respond to incidents and business disruptions in order to continue business operations at an acceptable pre-defined level while protecting welfare and safety.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Business continuity plan, and IT disaster recovery and Building disaster recovery, recently defined and process rather new (since 2017). - Business continuity plan tested and exercised within a reduced audience (37 Participants). - Relevant stakeholders not sufficiently informed of roles and responsibilities in case of a disruption <p>Potential consequence(s): Short-term disruption. Delays implementing Work Programme. Reputational damage. Loss of knowledge. Financial damage. Political criticism and pressure.</p>	<ul style="list-style-type: none"> - Business Continuity Management governance, policy and Working Instructions in place and fully implemented during 2017. - Business Continuity Management and Business Continuity Plan process in place. - Building security - Information Management Programme 	L	S	L	SM.2.2 with support of RS.2 and RS.5
EASA and III.11 – 1.1.4	<p>Business Programming, Reporting and Information management: Disaster Recovery Plan</p> <p>Description: Failure to implement a cost-effective and efficient Disaster Recovery (DR) plan, considering IT sourcing strategy and business continuity framework at Agency level.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Business continuity framework established in 2017 at Agency level (not matured). 	<ul style="list-style-type: none"> - Business Continuity Management Plan and framework for critical processes in place - Back-up arrangements for critical IT applications are being worked. Technical specifications and data architecture define. 	L	S	L	



	<ul style="list-style-type: none"> - DR procedures not tested due to initial stage of the Agency business continuity framework - Proper security copy with duplicated servers at two different locations not yet implemented. - Lack or inadequate consideration of IT outsourcing impact on DR plan, procedures and tests plan <p>Potential consequence(s): no recovery in case of disaster. Financial impact. Operational impact. Reputational impact.</p>					
III.11 - 2.2.1	<p>Information Technology:</p> <p>Effective sourcing of IT to support the Agency's digitalisation roadmap</p> <p>Description: Failure to implement & support the digitalisation with a cost effective sourcing model.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of financial and/or human resources - Lack of Business & IT buy-in -> change management - Unsuccessful completion of the necessary procurement procedures (new tenders will need to be issued) - Lack of internal competencies to manage the supported sourcing model - Objection or delay from the business to realise the digital transformation <p>Potential consequence(s): Financial impact. Delayed implementation of new digital way off working (decreased added value to the business). IT organisation impact (competence – size). IT security</p>	<ul style="list-style-type: none"> - New Governance with clear authority from CIO Board - Close alignment between Information Repository development, CORAL programme and the CIO Board - As necessary an optimized organisation to support IT and data management transition 	M	L	M	RS.2
III.10 - 3.2.3	<p>National Aviation Authority (NAA) & Qualified Entity (QE) outsourcing :</p> <p>Description: Actual workload volumes and types diverge significantly from the baseline forecast. Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes. Bilateral agreements affect overall workload and impact NAA outsourcing strategy</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of external experts (capacity issue) - Lack of control over the work performed by external experts 	<ul style="list-style-type: none"> - Outsourcing strategy - Strategic partnerships with NAAs - Framework contracts with Qualified Entities - Review of deliverables - Management of external experts conflicts of interest - Contract change control process - Active project monitoring 	M	S	M	<p>RS3 With support from CT/FS</p> <p>Process owners/RS3</p>



	Potential consequence(s): Issue of certificate/approval based on inaccurate or incorrect information. Safety compromised. Reputational damage. Legal and financial damage. EASA unable to carry out other planned tasks in order to divert internal resources to these certification tasks.					
II.11 — 4.3.3	Implement budget: Description: The simplification of financial management processes and consequent reduced resource allocation leads to an increased error rate in low-value/ non-complex transactions Potential cause(s): - Lack of financial and human resources - Negative priorities established in the SPD Potential consequence(s): findings from auditors with consequent delays in discharge from the Budgetary Authorities. Expected Financial impact. Operational impact. EASA image impact.	- Applicable Implementing Rules and regulation - Internal Audit service doing regular review on processes.	M	S	M	RS.0
III.11 — 4.2.1	Corporate Services: Description: Failure of the landlord to effectively oversee facility management service provider leading to potential unsafe conditions in the building. Potential cause(s): - Lack of, planning and programming by the service provider and a lack of resources for the service provider. - Disagreement with the landlord and the constructor on responsibilities for managing deficiencies - Insufficient oversight by responsible third party of their service provider. - Disagreement on operator responsibilities with the landlord - Insufficient prioritisation or internal resource allocation by EASA. Potential consequence(s): Cost increases due to inefficient use of facilities Increased health and safety risks caused by newly created hazards or by information on potential health & safety issues not being fed into the internal process and/nor not reaching the responsible persons or organisations Exposure to legal action. Financial damage. Disruption and Delays in Delivering the service	- FM Manager - Health & Security officer - Inter-departmental Health & Safety Network	M	L	L	RS.5



III.5 – 3.1.5	Third-Country Operators Authorisation: Description: Failure to identify and react timely to ICAO non-compliant TCOs that operate in the EU. Potential cause(s): - False TCO compliance statements by TCO applicants - Unreliability or unavailability (breakdown) of TCO Web Interface software application. - Lack of cooperation on the part of applicants - Lack of coordinated approach between TCO and Air Safety List leading to inefficient/overlapping activities Potential consequence(s): Unmitigated safety hazards of TCO operating in Europe. Breach of regulatory requirement by the Agency. Financial and/or consequential damages for industry. Reputational damage for EASA. Political pressure on EASA.	- Terms of Use for TCO Web Interface; Ramp inspections; sampling during initial TCO assessment and Continuous Monitoring Programme - Making use of IT reporting tools (BO) and automation to the extent possible - Monitoring of responsiveness of TCO applicants with prompting/reminding/consulting where required; negative decision & appeal procedure - TCO manpower calculation; MA Staffing Plan; internal Agency cross-servicing	L	L	L	FS.2
III.4 – 3.1.3	Organisation Approvals (OA): risk-based approach Description: difficulties in identifying, evaluating, and prioritising risks, Potential cause(s): - Process not adequately organised - Lack of training - Difference of culture Potential consequence(s): incorrect allocation of EASA resources and resulting in ineffective and inefficient oversight. Organisations/Operators non-compliant with Regulations. Ultimately safety or environmental issue on products. Undue refusal, limitation suspension and revocation. Reputational damage. Legal damage.	- Regulations - Procedures for Oversight of Organisations - DOA Dashboard	M	S	M	FS.1, FS.2, FS.3, FS.4, CT.6
III.4 – 3.1.3	Organisation Approvals (OA): Working Arrangements (WAs) / Bilateral Safety Agreements (BASAs) Description: Increasing complexity of the international approval system, due to fragmented State-to-State agreements and working arrangements. Failure to implement the provisions introduced through new BASAs	- For WAs: a dedicated process is in place to govern development of WAs (PR.BWA.00002-004). It specifically mandates that an impact assessment shall be performed.	L	S	L	FS.0



	Potential cause(s): <ul style="list-style-type: none"> - Process not adequately organised - Insufficient coordination and alignment with the stakeholders - Time and resources constraints - Difference of culture Potential consequence(s): Organisations/Operators non-compliant with Regulations. Ultimately safety or environmental issue on products. Reputational damage. Legal damage.	- For BASA: a dedicated process is in place to govern development of BASA's (PR.BWA.00001-004). It specifically addresses confidence building activities and safeguard measures.				
III.4 – 3.1.2 and III.4 – 3.1.3	Organisation Approvals (OA) : Description: Ineffective oversight of the organisation approvals activities Potential cause(s): <ul style="list-style-type: none"> - Process not adequately organised - Delayed development and approval of process to implement Regulation (EU) 2018/1139 - Insufficient training of team members - Non-harmonised implementation of Safety Management System across differing safety cultures - Political situation preventing oversight exercise in non EU countries Potential consequence(s): Organisations non-compliant with Regulations. Ultimately safety or environmental issue on products. Undue refusal, limitation suspension and revocation. Reputational damage. Legal damage.	<ul style="list-style-type: none"> - Regulations - Agency's Roadmap for the Implementation of the Regulation (EU) 2018/1139 as approved by the MB - Procedures for Oversight of Organisations - Technical training - Control of Outsourcing - DOA Dashboard 	M	S	M	CT.6 and FS.0
III.6 – 3.1.4	Standardisation: monitor application of regulations and Implementing Rules: Standardised safety level in Europe and associated Member States Description: Failure to establish, and then maintain, a uniform level of implementation of EU Safety regulations across Europe and associated Member States through Standardisation of Member States. Potential cause(s): <ul style="list-style-type: none"> - Lack of uniform implementation of the rules across the EASA Member States - Lack of control of overdue findings - Non-compliance with the deadlines set-out in Reg. 628/2013 - Delayed capability of Standardisation in the new domains and tasks. 	<ul style="list-style-type: none"> - Proactive Standardisation activities - Finding classification committee - More targeted standardisation activity (risk based Continuous Monitoring Approach) - (pre-) infringement system with the European Commission - improved continuous monitoring - better IT tools - Confidential Safety reporting (CSR) 	M	S	M	FS.0



	<p>- Implementation of new concepts (e.g. Safety Management System, Operational Suitability Data, risk based oversight, etc.)</p> <p>Potential consequence(s): States cannot implement new rules. Rules do not apply in the same way across Europe. Major non-compliances remain undiscovered. Reputational damage. Legal damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders.</p>	<p>- Internal Occurrence Reporting System</p> <p>- use Advisory Bodies at technical and political level to share good practices and to communicate implementation solutions</p>				
III.8 – 1.2.3	<p>ICAO cooperation:</p> <p>Description: Risk of European positions on aviation safety, air navigation, environment and security not taken into account and reflected properly</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Individual interests of Member States - Lack of coordination - Lack of knowledge and resources - Lack of awareness of potential consequences. <p>Potential consequence(s): Loss of credibility of the European system; loss of influence on ICAO rulemaking processes; risk of ICAO Standards and Recommended Practices documents not aligned with EU rules and policies; inefficient use of resources.</p>	<p>- Coordination of ICAO State Letters (process PR.ICA0.00005-006);</p> <p>- IISC (Internal International Standards Committee) (work instruction: WI.IISC.00002-001);</p> <p>- Electronic Filing of Differences (process PR.ICA0.00017-001).</p>	M	S	M	SM.3
III.8 - 1.2.1 and III.10 – 1.2.4	<p>Bilateral agreements and working arrangements: (incl. current BASA negotiation projects with China and Japan)</p> <p>Imbalance in BASAs and WAs</p> <p>Description: safety risk in case of deficiency in some foreign partners' safety systems. Risk of imbalance in BASAs and WAs, to the detriment of European Industry.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of appropriate impact assessment - High political influence - Insufficient coordination and alignment with the European Commission and stakeholders - Time and resource constraints. <p>Potential consequence(s): Foreign products and/or services accepted under bilateral agreements do not fulfil European minimum standards and create safety hazards, with possible political/financial liability for EASA; imbalanced</p>	<p>- For WAs: a dedicated process is in place to govern development of WAs (PR.BWA.00002-004). It specifically mandates that an impact assessment shall be performed.</p> <p>- For BASA: a dedicated process is in place to govern development of BASAs (PR.BWA.00001-004). It specifically addresses confidence building activities and safeguard measures.</p>	M	S	M	SM.3



	BASAs/WAs may result in loss of business opportunities for European industry in partner countries and/or competitive advantages of non-European industry.					
III.8 - 1.2.2	<p>Technical Support:</p> <p>Failure to deliver projects to EC</p> <p>Description: the Agency might not be in a position to deliver the projects to the Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of awareness of EU framework/regulations - Inappropriate planning - High administrative lead times and burden - Administrative constraints (e.g. contractual / financial incompatibility) - Workload saturation / resource planning & availability - Lack of availability of EASA technical expertise - Lack of sub-contractor expertise or poor sub-contractor quality - Instability of partner actors - High turnover of key beneficiary personnel <p>Potential consequence(s): Commission decision not to give future projects to EASA as the leading party (for projects within EASA's scope) or EASA not being in a position to take over future projects due to contractual / financial incompatibilities. Reputational damage in Europe and project area. Loss of influence in the international arena. Refund/payback project budget. Wasted efforts. Reduction/lack of earmarked funds to finance specifically hired Contract Agents.</p>	<ul style="list-style-type: none"> - Coordination and planning of projects together with the Commission; - Agreement with Commission on standard project conditions (e.g. financial elements) - Detailed financial and resources planning; - Establishment of Governance Panel to streamline processes and involve all Agency players early in process; - Close monitoring of contractor performance; - Monitoring and communication with relevant stakeholders; - Well-structured project development and management. 	M	S	M	SM.3
III.11 - 3.2.1	<p>Technical Training:</p> <p>Description: the training offer does not meet the (internal and external) prioritised stakeholders' needs</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Training programmes have not been adequately established and maintained; - Common approach to identify needs has not been followed-up appropriately - Training courses are not adequately checked on whether they address identified needs. <p>Potential consequence(s): staff may not perform to the required standard in terms of safety and efficiency; inadequate use of human and financial resources.</p>	<ul style="list-style-type: none"> - Training programmes established on the level of job profiles and specific functions - Training provided based on an adopted annual training plan - Competency profiles being established by HR, Technical Training and operational Departments; - Common Training Initiative Group is used to identify the 	M	S	M	SM.3



		<p>training needs for aviation inspectors;</p> <ul style="list-style-type: none"> - Review of the training course offer from EASA and the Virtual Academy/future approved training organisations on a regular interval to verify that all prioritised needs are adequately addressed. 				
III.11 – 3.2.2	<p>European Central Question Bank (ECQB):</p> <p>Leakage of the database</p> <p>Description: Leakage of the database</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - EASA servers or servers of Members States or their service providers are not sufficiently protected against cyber-attacks; - Processes for the protection of the databank are not sufficient - Involved persons are not aware that question of the databank shall not be shared <p>Potential consequence(s): examinations do not provide a reliant result of the required knowledge of pilots</p>	<ul style="list-style-type: none"> - Information leaflets on the protection of the databank - Contracts with Member States authorities outlining the responsibilities and accountabilities of Member States as regards the protection of the databank; - IT security measures - Future exam service to implement the protection measures promoted by EASA. 	M	S	M	SM3
III.11 – 3.2.2	<p>European Central Question Bank (ECQB):</p> <p>Lack of sufficient experts nominated by the NAAs</p> <p>Description: Lack of sufficient experts nominated by the NAAs</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Limited resources at the NAA to nominate their personnel or to contract an appropriate subject matter expert; - Lack of awareness at the NAAs of the volume of support provided by their nominated experts; - For some experts, limited incentives to contribute. <p>Potential consequence(s): delay in the review of questions and completion of the ECQB package each year for the NAAs</p>	<ul style="list-style-type: none"> - Continuous monitoring of availability of NAA experts and monitoring of their activity, reporting to the NAA; - Regular communication with experts on their contributions and on the improvements to the ECQB; - ECQB team contains subject matter experts who conduct technical reviews; - Consider additional funds from EASA to contract in subject matter experts for question review. 	M	M	M	SM3



III.9	Regulatory Development and Better Regulation:	- Strengthened impact assessment team functionality	M	S	M	SM.2
–						
5.1.1	Insufficient data processing Description: Insufficient support from stakeholders to provide economic data to assess the effect of the new and existing regulation. Regulatory framework puts EU industry under a competitive disadvantage and jeopardises innovation Inadequate regulatory framework remaining in place, without being amended, thus causing difficulties/harm to Competent Authorities and Industry Failure to identify the inadequacies and negative effects in application of the regulatory framework Potential cause(s): - Lack of appropriate impact assessment (data and IT tools to perform impact assessments) - Insufficient coordination and alignment - Time and resources constraints. - Confidentiality issues - Lack of understanding by NAAs & industry on the significance and need for economic data Potential consequence(s): Reputational damage. Legal damage; Sub-optimal choice of policy options based on qualitative justifications (instead of evidence-based justifications) Competency disadvantage for EU industry	<ul style="list-style-type: none">- Robust and spread-out implementation of Best Intervention Strategy- Enlarged alternative means of compliance team - Advisory Bodies <ul style="list-style-type: none">- Strengthen evaluation and feedback function- Add more flexibility to the regulatory framework in order to enable innovation				
III.9	Development of Regulatory Material:		M	S	M	FS.0
–						
5.1.1	Alternative Means of Compliance and Handling of flexibility provisions to rules Description: increase in the number of notifications exceeds capacity Potential cause(s): - Insufficient coordination and alignment - Time and resources constraints. Potential consequence(s): delay in the issuance of Agency recommendations. Erroneous recommendations. Reputational damage. Legal damage. Safety issues. Financial issues.					



III.9 – 5.1.1	Development of Regulatory Material: Assess the adequacy of the rules Description: failure to identify the inadequacies and negative effects in application of the rules. Insufficient support from stakeholders to provide economic data Potential cause(s): - Insufficient coordination and alignment - Time and resources constraints - Unavailability of data Potential consequence(s): Reputational damage. Legal damage. Safety issues. Financial issues. Increased workload.	- Yearly report - Periodical analysis	L	L	L	FS.0 with support of SM.2
III.7 – 1.2.5	Safety Assessment of Foreign Aircraft (SAFA) Coordination: Description: Regional (political) complications for States joining a European programme. Impaired ramp inspection data quality. Unavailability of the Ramp Inspection Database (down-time) preventing Member States from exchanging safety information Potential cause(s): - Incorrect analysis and erroneous decisions on enforcement actions towards operators. - Loss of data / data integrity. - Rapid growth and/or capability/willingness of the new state to follow the programme standards. Potential consequence(s): incorrect analysis and erroneous decisions on enforcement actions towards operators. Reputational damage. Legal damage. Safety and environmental issues.	- Regulations - Documented procedures - Business Continuity Plan define	L	L	L	FS.2
III.11 – 2.1.4	Strategy and Safety Planning: Description: Failure to take account of emerging safety risks. Lack of alignment between business and Agency strategy, due to insufficient or falsely targeted communication. Potential cause(s): - Lack of adequate tools/processes.	- Robust Agency governance system - Safety analysis process/safety risk management process - Creation of new Agency bodies related to innovation/digitalisation	L	S	L	SM.2



	<ul style="list-style-type: none"> - Inadequate technical competencies in the fast changing and innovative aviation sector. - Constraints imposed by the staff/financial regulations. <p>Potential consequence(s): Safety issues. Reputational damage. Financial issues. Increased workload.</p>					
III.6 - 5.2.2	<p>digital Licence for Aviation Pilot (dLAP):</p> <p>Uncoordinated development of standards leading to fragmented dLAP implementation</p> <p>Description: Failure to coordinate at EU level while ICAO is opening the possibility to develop Electronic Licences might prevent EU States to benefit from this efficiency gain and might even generate isolated non-coordinated development at State level that will be challenging to integrate in an EU position.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of EU driving force to establish the dLAP Programme. - Fast development at ICAO level with no EU involvement <p>Potential consequence(s): Development of uncoordinated national digitalisation programmes. Fragmentation in the technical solution and mutual recognition with third countries. Duplication of efforts in the frame of the development of a central repository of licence as per Art 74 of Reg. (EU) 2018/1139.</p>	<ul style="list-style-type: none"> - dLAP Proof of Concept Project - Coordination established with CORAL and Art.74 development. - Link with ICAO EPL TF 	L	S	L	FS3
III.6 - 5.2.2	<p>digital Licence for Aviation Pilot (dLAP):</p> <p>Insufficient development of the EU dLAP project</p> <p>Description: EU does not advance sufficiently fast, while ICAO Annex I is being developed</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Project stopped - Insufficient resources allocated at EASA and MS level <p>Potential consequence(s): Underdevelopment of the digitalisation in EU compared to other countries (China, UAE...); Potential contradiction with EU principles not identified on time. Rejection of ICAO Annex I amendments blocking the whole development.</p>	<ul style="list-style-type: none"> - Funding by EASA on EU subsidies - Co-funding by dLAP Proof Concept Project partners - dLAP Project governance 	L	M	M	FS3



III.6 – 3.1.6	Implementation Support: Capacity Description: Requests for support from Member States exceeds internal capacity Potential cause(s): - limited availability of EASA resources - too many requests received and accepted Potential consequence(s): Inability to deliver Implementation Support as needed	- prioritisation via Executive Committee	L	L	L	FS.0
III.6 – 3.1.6	Implementation Support: Effectiveness Description: Implementation Support provided by the Agency does not enable a robust European Safety system Potential cause(s): Inability/unwillingness of NAAs to align to the EU aviation safety system - insufficient staff - insufficient qualification of NAA inspectors - lack of political support Potential consequence(s): States cannot implement EU rules or rules are not applied in the same way across Europe. Industry criticism. Damage to Aviation Stakeholders.	- project monitoring, which may trigger complementary measures (e.g. rulemaking, safety promotion)	L	S	M	FS.0
III.6 – 2.1.3	Cybersecurity in Aviation and Emerging Risks: Lack of support from Member States: Description: Lack of support from the Member States to the role that should be played by EASA on safety-related security issues. Potential cause(s): - Member States feeling that any role played by EASA will affect their sovereignty on security matters.	- Communication / Coordination of cybersecurity matters through the European Strategic Coordination Platform, in order to give the appropriate visibility across all affected EU Institutions, Agencies and Organisations, Stakeholders and Authorities.	L	S	M	FS.0. with support of SM.0 and ED.0



	<p>Potential consequence(s): Impossibility or delay in the implementation of essential elements of the EU Cybersecurity Strategy.</p>	<p>- Continuous communication with the Advisory Bodies of the Agency.</p> <p>- Prioritization at the highest level within the Agency.</p>				
III.3 – 1.1.5	<p>Environment and Sustainability (Art.78):</p> <p>Description: Failure of public acceptance of sustainability actions proposed due to alleged 'greenwashing'</p> <p>Potential cause(s):</p> <p>- Lack of concrete actions, outcomes, metrics</p> <p>Potential consequence(s): Loss of reputation, Ineffectiveness of measures designed to reach general public</p>					
III.11 – 5.2.1	<p>Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts:</p> <p>Agreement between MS</p> <p>Description: Failure to achieve an agreement between Member States on the U-Space Commission Regulation due to limited experience on the proposed technical concept.</p> <p>Potential cause(s):</p> <p>Diverging U-Space implementation by Member States and political pushback from ANSPs.</p> <p>Potential consequence(s): Reputational damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders. Not harmonized U-Space implementation in EU.</p>	None	M	S	M	ED.0/CT.7
III.11 – 5.2.1	<p>Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts:</p> <p>Failure to publish Notice of Proposed Amendment</p>	<p>Monthly Steering Committee with EASA Directors</p> <p>Communication with stakeholders through various workshops and engagement in</p>	M	M	M	ED.0/CT.7



	<p>Description: Failure to publish the Notice of Proposed Amendment (NPA) supporting operations in the Certified Category for which industry interest is the highest (e.g. Urban Air Mobility) due to limited experience on the proposed concept and societal acceptance.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of financial and/or human resources - Negative priorities established in the SPD - Political pushback from citizens <p>Potential consequence(s): Reputational damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders.</p>	Network of Demonstrators and UAM projects launches by various cities in Europe				
III.6 — 3.3.1	<p>F&C Regulation Review:</p> <p>Description: Reviewed F&C Regulation does not bring the forecasted revenues. Reviewed F&C Regulation is partially difficult to implement. Regulation adoption process is delayed, postponed or stopped.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Study fails to correctly forecast industry activities - New concepts are introduced that in practice are difficult to apply or manage - Conflicting stakeholders interests cannot be reconciled - Non optimal communication and story line - Strong Industry lobby <p>Potential consequence(s):</p> <p>EASA's F&C priced activities are over- or under-priced. Heavy and resource consuming F&C management structure. Increase in complaints to be dealt with after adoption. Deficit on F&C activities cannot be absorbed by accumulated reserve, leading to delayed or cancelled activities</p>	<ul style="list-style-type: none"> - strong governance in place for the F&C review project - high-level management group foreseen to monitor performance after entry into force - review launched in 2018, when accumulated reserve was still significant - stakeholder engagement 	M	S	L	RS.0
III.11 — 6.1.2	<p>ATM/ANS coordination programme (ATC):</p> <p>Description: Failure to support emerging ATM projects, due to lack of resources and lack of consistent ATM vision within the Agency. Communication failure with other stakeholders (EC, Eurocontrol, SJU, ...)</p> <p>Potential cause(s):</p>	<ul style="list-style-type: none"> - The ATC Programme Managers reports directly to the ED and the ATC programme is reporting to a Steering Committee made of ED and the Directors from FC, CT and SM. 	M	L	L	ED.0



Concurring priorities absorbing resources and attracting attention of senior management

Potential consequence(s):

The ATC programme is not delivered on time.

The outcomes of the ATC programme do not have the buy-in from stakeholders.



IV.12 Procurement plan 2020

The indicative 2020 Procurement Plan for Operational High Value (>144K€) Procurement Procedures is forecasted below. Please note that the table includes procedures which were planned already for 2019 yet continue in 2020 with a budgetary impact in 2020/2021:

BUDGET LINE	CONTRACT SUBJECT/DESCRIPTION OF NEEDS	TYPE OF CONTRACT	NR OF CONTRACTS / PROCEDURES	ESTIMATED TOTAL CONTRACT VALUE	POTENTIAL 2020 BUDGET IMPACT	INDICATIVE TIMEFRAME (LAUNCH)	TARGET SIGNATURE DATE	OBSERVATIONS	Already listed for Financing Decision in 2019
									Y/N
3600	Environmental Consultancy Support on technical issues associated with Aircraft Noise	FRAMEWORK CONTRACT	1	€ 1,000,000.00	€ 100,000.00	Q1 2020	Q3 2020		N
3300	Layout and Publication services	FRAMEWORK CONTRACT	1	€ 300,000.00	€ -	Q1 2020	01/10/2020		Y
3300	Digital Communication Services	FRAMEWORK CONTRACT	1	€ 2,400,000.00	€ 88,000.00	Q4 2019	01/05/2020		Y
3000	Outsourcing of certification and oversight technical expertise	FRAMEWORK CONTRACT	1	€ 6,750,000.00	€ 4,500,000.00	(blank)	Q4 2019	Launch of procedure will depend on outcome of Brexit and its impact on the current EASA outsourcing setup.	Y
4100	Delegation Agreement on the implementation of Horizon Europe - Project 1	DIRECT CONTRACT	1	€ 1,500,000.00	€ 1,500,000.00	Q3 2020	01/01/2021	Delegation Agreement Horizon Europe	N
4100	Delegation Agreement on the implementation of Horizon Europe - Project 2	DIRECT CONTRACT	1	€ 1,500,000.00	€ 1,500,000.00	Q3 2020	01/01/2021	Delegation Agreement Horizon Europe	N
4100	Delegation Agreement on the implementation of Horizon Europe - Project 3	DIRECT CONTRACT	1	€ 1,000,000.00	€ 1,000,000.00	Q3 2020	01/01/2021	Delegation Agreement Horizon Europe	N
4100	Delegation Agreement on the implementation of Horizon Europe - Project 4	DIRECT CONTRACT	1	€ 2,000,000.00	€ 2,000,000.00	Q3 2020	01/01/2021	Delegation Agreement Horizon Europe	N
4100	Delegation Agreement on the implementation of Horizon Europe - Project 5	DIRECT CONTRACT	1	€ 2,000,000.00	€ 2,000,000.00	Q3 2020	01/01/2021	Delegation Agreement Horizon Europe	N
4100	Delegation Agreement on the implementation of Horizon Europe - Project 6	DIRECT CONTRACT	1	€ 1,000,000.00	€ 1,000,000.00	Q3 2020	01/01/2021	Delegation Agreement Horizon Europe	N
4100	Delegation Agreement on the implementation of Horizon Europe - Project 7	DIRECT CONTRACT	1	€ 1,000,000.00	€ 1,000,000.00	Q3 2020	01/01/2021	Delegation Agreement Horizon Europe	N
3600	Framework contract to support impact assessment and EASA rules (ASSESSIII)	FRAMEWORK CONTRACT	1	€ 1,500,000.00	€ 300,000.00	Q1 2020	Q3 2020		Y
4000/4001	Carbon offsetting for the CORSIA projects (SM32 projects on environment lasting 3 years if not extended)	FRAMEWORK CONTRACT	1	€ 150,000.00	€ 50,000.00	Q1 2020	Q2 2020		N
4000/4001	Framework Service Contract for Services in Support of EASA International Cooperation Activities: Aviation Consulting and Training Services	FRAMEWORK CONTRACT	1	€ 32,000,000.00	€ 8,000,000.00	Q4 2019	Q2 2020		Y
			14	€ 54,100,000.00	€ 23,038,000.00				

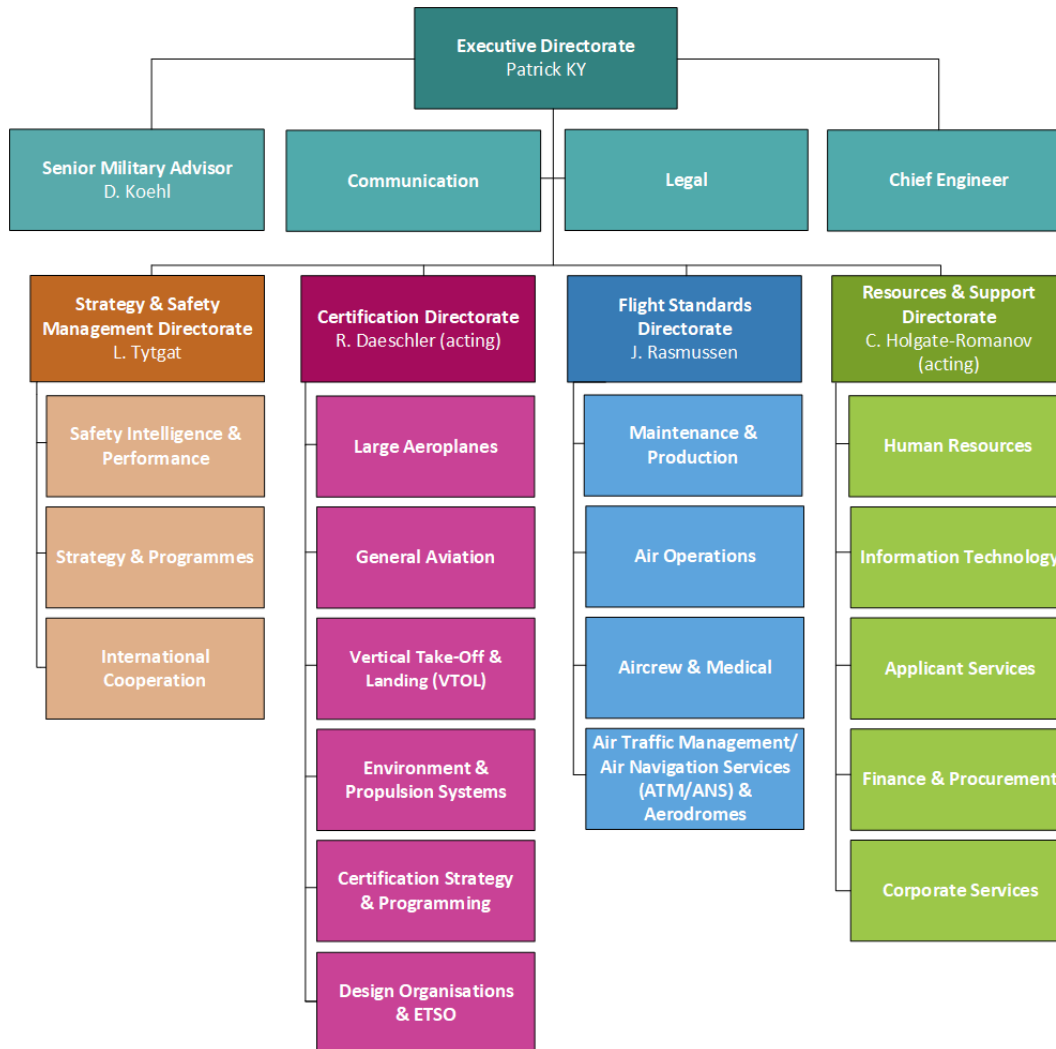


Based on the indicative planning of the Agency's contractual needs for 2020 (for both administrative and operational activities), as well as the level of procurement related services requested over the last years, the volume and potential budgetary impact of the 2020 procurement activity is forecasted as follows:

TYPE OF PROCEDURE	ANTICIPATED VOLUME	FORECASTED 2020 BUDGETARY IMPACT
High Value Procedures (>144K €)	18	23.7 Mio.€
Middle and Low Value Procedures (1-144K €)	130	1.2 Mio. €
Framework Contract Implementation (Specific Contracts) and CEI	420	34.7 Mio. €
TOTAL	568	59.6 Mio. €



IV.13 Organisation chart



As of September 2019



IV.14 Agency KPI dashboard

Introduction:

Based on the KPIs detailed on the subsequent pages, EASA will monitor the Agency's activities aggregated by value creation centre summarised below:

Value Creation Centre (profit centre)	Includes activities	Status
Safety Intelligence & Performance	Safety Intelligence and Performance Safety Promotion Research Strategy Cybersecurity in Aviation and Emerging Risks European Big Data Programme – Data4Safety	
Product Certification	Initial Airworthiness, Environmental Certification and Operational Suitability Continuing airworthiness and operational suitability Certification related services	
Organisation Approvals	Design Organisation Approval Organisation Approvals	
Third Country Operators	Third Country Operators Authorisation	
Standardisation	Standardisation: monitor application of regulations and Implementing Rules Implementation Support	
EU Ramp Inspection Programme	Safety Assessment of Foreign Aircraft (SAFA) Coordination	
International Cooperation	Bilateral agreement and working arrangement Technical Support ICAO cooperation	
Rulemaking	Rules Development and Better Regulation digital Licence for Aviation Pilot (dLAP)	
Applicant Services	Applicant relations NAAs & QEs outsourcing F&C Regulation Review CORAL Phase I programme BASA negotiation projects China & Japan	
Transversal and Enabling Activities	Military Aviation Strategy and Safety Plan Business Programming, Reporting and Information management Technical Training ECQB Human Resources CORAL Phase II programme Information Technology Implement budget according to EU and EASA rules	



	Corporate Services Executive Directorate related processes Repository of Information (Art.74) Develop a risk based, operation centric EU regulatory framework for Unmanned Aircraft using performance based regulation principles, for the certified category ATM/ANS coordination programme (ATC)	
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The status column will either be green, yellow, red or grey: depending on the aggregated information derived from the underlying KPIs. The status will be **green**, except for: **red**>30% of indicators red; **yellow**> 2 indicators red or >30% of indicators red/yellow; **grey**>50% of indicators not measurable.



To determine if an individual indicator is on track, the following colour coding is applied: The status will be **green**, except for:

red>15% below target; **yellow**> 5% below target; **grey** if not measurable. The individual KPIs monitored by EASA and highlighted in section II are defined as follows:

Safety Intelligence & Performance

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Timely processing of occurrence reports	Percentage of occurrence reports processed within five working days, whereas the average processing time is equal to or below 4	SM.1	2.1	96% 3.1 days	≥85% ≤4 days	≥85% ≤4 days
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	SM.1	2.1	98%	≥95%	≥95 %
Timeliness to answer safety recommendations	% of first replies provided within 90 days	SM.1	2.1	100%	≥97.5%	≥97.5%
Productivity and Quality of Safety Analysis process	Number of safety analysis reports written and approved for publication by EASA Safety Committee (quality check), next to 'Annual Safety Review'	SM.1	2.1	4	≥4	≥4
Implementation Safety Promotion Programme	% of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	SM.1	2.1	100%	≥80%	≥95%
Safety Promotion Resource Engagement	The number of FTEs spent on safety promotion actions	SM.1	2.1	Achieved	≥9 FTE	≥11 FTE
Timely execution of committed research projects	# research projects decided to be launched in N, towards the end of N-1 vs. # research projects launched in N	SM.0	6.1	50%	100%	100%
Processing of requests for participation in external research projects	Percentage of external requests answered within two weeks	SM.0	6.1	New KPI	≥80%	≥80%
Research Expert Engagement	Measures the volume of effort dedicated to external research projects (cross-services). Percentage of cross services hours provided in relation to SPD target hours	SM.0	6.1	1.4 FTE	≥9 FTE	≥9 FTE



Product Certification

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	CT (cross-directorate)	1.1	88%	95-105%	95-105%
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	CT (cross-directorate)	3.1	4%	≤5%	≤5%
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	CT (cross-directorate)	3.1	110%	≥90%	≥90%
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	CT (cross-directorate)	3.1	110%	90-110%	90-110%
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. technical acceptance = start of investigation	CT (cross-directorate)	3.1	10 days	≤ 10 days	≤ 10 days
Timeliness of certification support for validation of products	'Time of 'Forwarding letters' sent to Third Country Authorities not above 20 working days after the project allocation	CT (cross-directorate)	1.1	64%	≥71%	≥71%

Organisation Approvals

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Timely approval of Design Organisation (DOA) continuation	Rate of 3rd year annual surveillance reports approved within 2 months after the due date	CT.6	3.1	New KPI	≥95%	≥95%
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	FS (cross-directorate)	3.1	93%	≥90%	≥90%
On time closure of Organisation Approvals (OA) findings	Ensure OA compliance with target dates: % of findings closed within the applicable deadlines. Deadlines are defined by the regulations and vary according to the findings	FS (cross-directorate)	3.1	91%	≥80%	≥80%



Third Country Operators

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	FS.2	3.1	New KPI	≥90%	≥90%
Timely validation/completion of Third Country Operator applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	FS.2	3.1	87.5%	≥80%	≥80%
Timely closure of the TCO findings of authorised operators according to the agreed CAP implementation due date	For authorised operators not subject to enforcement measures, rate of the corrective actions closed within the agreed deadline (initial or revised)	FS.2	3.1	New KPI	≥80%	≥80%

Standardisation

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Efficient and robust Standardisation (yearly)	5% year-on-year decrease of the total number of findings raised against Regulations that have been applicable for more than 2 years	FS (cross-directorate)	3.1	-24%	≤-5%	≤-5%
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	FS (cross-directorate)	3.1	17%	≤20%	≤20%
Timely issuance of Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	FS (cross-directorate)	3.1	89%	≥90%	≥90%

EU Ramp Inspection Programme

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Timely issuance of data analyses to Participating States	Timely preparation and issuance of periodic analyses of ramp inspection data to all Participating States at least twice per year in accordance with the defined calendar.	FS.2	3.1	N/A	100% (i.e. on time)	100% (i.e. on time)



International Cooperation

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	SM.3	1.2	On-Track	≥80%	≥80%
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	SM.3	1.2	Below Target	≥90%	≥90%
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	SM.3	1.2	94%	≥80%	≥80%
Quality of delivered projects based on stakeholder feedback	Average score of all completed feedback forms, on scale from 0 to 7, where 7 is the best score possible	SM.3	1.2	New KPI	≥5	≥5
Timely provision of recommendations on ICAO State Letters for use by Member States	% of State Letters recommendations provided on time	SM.3	1.2	Below Target	≥90%	≥90%
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	SM.3	1.2	Delayed	Updated compliance checklists for 2 ICAO Annexes per year	Updated compliance checklists for 2 ICAO Annexes per year

Rulemaking

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Timely Progress on Rulemaking Programme	Measures if number of publications for Opinions, Decisions and NPAs are in line with planned number of publications.	SM.2	5.1			
	a. Opinions planned vs actuals			100%	≥80%	≥80%
	b. Decisions ⁹ planned vs actuals			57%	≥80%	≥80%
	c. NPAs planned vs actuals			N/A	≥80%	≥80%
Rulemaking Process Efficiency	a. Average time with standard procedure	SM.2	5.1	3.1 years	≤3.5	≤3.5
	b. Average time with Art.15/16				≤1.5	≤1.5

⁹ This includes Decisions stand alone and Decision CS. Decision pending IR are excluded.



	c. Average time at the EC				n/a	n/a
Best Intervention Strategy (BIS) Coverage	At the programming level, almost all actions to be supported by impact assessment in the Best Intervention Strategy	SM.2	5.1	78%	≥95%	≥95%
Number of evaluations published yearly	Cover domains with ex-post evaluations of rules	SM.2	5.1	1	≥1	≥1
Timely answer to exemption requests (as defined by regulation)	Exemptions and derogations notifications are processed in a timely manner and subsequent safety recommendations ensure business continuity at appropriate safety levels.	FS.0	3.1	88%	≥90%	≥90%

Applicant Services

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Typical processing times met	Measures the percentage of applications that are completed within the typical processing time communicated to the applicant (date of submission to date of issuance of certificate)	RS.3	3.2.3	New KPI	65%	80%
Actual outsourced hours performed compared to target	Measures the percentage of the workload allocated to national aviation authorities that is delivered within the period compared to the partnership targets	RS.3	3.2.3	New KPI	95%	95%
Total applications received online	Measures the percentage of all applications submitted through the web portal	RS.3	3.2.3	New KPI	80%	90%

Transversal and Enabling Activities

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2018	Target 2020	Target 2021
Technical training classroom days per staff member per year	Implementation of service targets as specified in the training plan	SM.3	3.2, 4	New KPI	≥90%	≥90%
Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	SM.3	3.2, 4	New KPI	≥ 3.8	≥ 3.8
For ECQB: number of newly developed questions and of amendment reports issued to	Number of questions actually newly developed, compared to the number of to-be questions to be newly developed, as defined in the work plan	SM.3	3.2	New KPI	≥90%	≥90%



NAA's regarding reviewed existing questions per year	Number of amendment reports actually issued compared to the number of planned amendment reports					
Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting)	Ensure usage of Statutory Temporary Agent posts in line with ED directive	RS.1	4.1	98%	≥98%	≥98%
Turnover rate	numbers of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	RS.1	4.1	4.6%	≤5%	≤5%
Staff Engagement survey (triennial)	Staff Engagement measured by combining the responses to the questions: - I would recommend EASA as an employer to a friend or family member; - I intend to still be working for the Agency in 12 months' time; - I see myself having a long-term perspective at EASA; - I am highly motivated in my current job; - I go beyond what is normally required in my job for the Agency to succeed.	ED.0	4.1	68% (2016)	n/a	n/a
Sick Leave (annually)	Annual average days of short term sick leave per staff member (yearly reporting)	RS.1	4.1	9.2%	≤9%	≤9%
Operational cost of legacy services vs. Total operational IT costs	Share of operational costs devoted to legacy systems should be progressively reduced in favour of the new digital platforms	RS.2	2.2	100%	85%	70%
IT achievement of Service Level Agreement (SLA)		RS.2	2.2	89%	≥90%	≥90%
Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%.	RS.4	4.3	99%	≥95%	≥95%
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%.	RS.4	4.3	2%	≤ 2.5%	≤ 2.5%
Reaction time to health incidents reported to EASA security/LSO from time of report of incident until first reaction (e.g. arrival of internal paramedic on site)	Reaction time to health incidents is less than 5 minutes.	RS.5	4.2	new KPI	Max 5min	Max 5 min
Percentage of overall mission claims paid within 30 days	More than 75 % of mission claims are reimbursed within 30 days.	RS.5	4.2	new KPI	>75%	>85%



Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined.	ED.0	6.2	100%	80%	80%
Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors.	ED.1	6.2	0%	0%	0%



IV.15 European Commission Assignments 2020-2022

The Agency is currently managing an ever increasing number of projects / assignments on behalf of the European Commission (and occasionally other bodies), for which it receives specific funding (often handled as "earmarked funds"), in the field of international technical cooperation, safety intelligence, research and environmental protection. In order to implement such projects the Agency has, and continues to streamline, a comprehensive framework for managing them with a view to ensuring and optimising the efficient and effective processing of such assignments, both technically and administratively.

The SPD also takes into account the latest forecasts with regard to projects expected to be assigned from the European Commission as well as the respective resources required from the Agency (both operational and support) for their completion – see section II and III for further information.

In line with the known needs of the European Commission to date, the following table provides an indicative planning of on-going and planned assignments for the period 2018-2020.



IV.15.1 (International) Technical Cooperation Projects:

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
EaP/CA (TRACECA III): EU-EaP/CA Aviation Project	DG-DEVCO ^[1]	Eastern Europe, South Caucasus and Central Asia countries	<p>The overall objective of the project is to support the implementation of comprehensive civil aviation agreements with the EU in the Eastern Partnership countries and the upgrading of civil aviation safety and security standards in Central Asia.</p> <p>The expected results are:</p> <p>(1) Eastern Partnership countries (Armenia, Azerbaijan, Georgia, Moldova and Ukraine) will have their capacity reinforced to fulfil the international civil aviation obligations, as well as the beneficiaries which have signed a comprehensive civil aviation agreement with the EU, or for which such negotiations are planned or in progress, will have implemented the measures foreseen in the Common aviation area agreements.</p> <p>(2) Central Asian countries (Kazakhstan, Kirgizstan, Tajikistan and Uzbekistan) and Belarus will have their capacity reinforced to fulfil the international civil aviation obligations on aviation safety and security (air cargo).</p>	GRANT	2016 - 2020	ONGOING	EUR 5m	42%



PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
EU CHINA: EU-China Aviation Partnership Project	FPI ^[3]	China	<p>The overall objective is to complement and reinforce European aviation interests in China through increased and deepened EU-China aviation dialogues and technical cooperation/exchanges in the context of the EU's external aviation policy, thereby promoting the European aviation industry in a key growth market, contributing inter alia to a continued high level of aviation safety. The expected results are:</p> <ol style="list-style-type: none"> (1) Dialogue deepened between Chinese and European Authorities on aviation matters. (2) Increased awareness among the Chinese aviation community, especially the Chinese administration, about European aviation expertise. (3) Reduced market access obstacles for European industry in China. (4) Improved environmental performance of the Chinese aviation sector. 	DELEGATION	2015 - 2020	ONGOING	EUR 10m	38%
EU-SOUTH ASIA: EU-South Asia Aviation Partnership Project	FPI ^[3]	Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka.	<p>The overall objective of the project is to contribute to the development of European aviation interests in South Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are:</p> <ol style="list-style-type: none"> (1) Enhanced dialogue and institutional relations between South Asian and European Authorities in the field of civil aviation. (2) Increased technical exchanges between the South Asian and European aviation industries. (3) Reduction of barriers that impede market access and development for the 	DELEGATION	2016 – 2020	ONGOING	EUR 7.5m	29%



PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
			European aviation industry in South Asia. (4) Improved environmental performance of the South Asian aviation sector.					
UKRAINE: EASA-SAAU Airworthiness Convergence project	DG-DEVCO ^[1] - EU DELEGATION TO UKRAINE	Ukraine	The overall objective of this project is to facilitate preparations for the implementation of the respective provisions stemming from the Common Aviation Area Agreement (CAA Agreement) between the EU and Ukraine, the Working Arrangement (WA) between the State Aviation Administration of Ukraine (SAAU) and EASA, as well as the Arrangement between SAAU and the European Commission (EC) with regard to the convergence of the Ukrainian initial and continuing airworthiness and maintenance certification system with the applicable EU requirements.	GRANT	2017 – 2020	ONGOING	EUR 1m	75%



PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
ZAMBIA II	EU Delegation to Zambia / DG-DEVCO ^[1]	Zambia	The purpose of this project is to support the Civil Aviation Authority of Zambia under EDF11 Aviation Sector Support Programme.	DELEGATION	2017 – 2021	ONGOING	EUR 1.8m	41%
EU-SOUTH EAST ASIA: EU-South East Asia Aviation Partnership Project.	FPI ^[3]	ASEAN region ^[6]	<p>The overall objective of the project is to contribute to the development of European aviation interests in South East Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are:</p> <ol style="list-style-type: none"> (1) Greater convergence towards EU regulations and best practice. (2) A higher common level standard of safety and environmental protection. (3) Enhanced dialogue and stronger institutional links with key regional actors. (4) Greater market penetration by EU industry. 	DELEGATION	2017- 2021	ONGOING	EUR 7.5m	29%
ARISE PLUS (AATIP II): ARISE Plus / ASEAN Air Transport Component	DG-DEVCO ^[1] – Delegation of the EU to Thailand	ASEAN region ^[6]	<p>The overall objective of the project is to support the further development of the ASEAN Aviation Single Aviation Market (ASAM) and raise awareness. It should further strengthen the ASEAN Member State capacities and the national ASEAN Member State ATM systems by supporting development and implementation of an ASEAN Air Traffic Management Master Plan. This project will also address environmental protection issues, shall enhance the air</p>	DELEGATION	2017- 2021	ONGOING	EUR 5m	28%



PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
			transport market and will provide support for an EU/ASEAN comprehensive agreement.					
EU LATIN AMERICA (LATAM): EU-Latin America Civil Aviation Project	FPI ^[3] – Delegation of the EU to Brazil	At bilateral level: Argentina, Brazil, Chile, Colombia and Mexico. At regional level: SRVSOP and ACSA to coordinate and disseminate the results to the whole region (South and Central America). Caribbean region may also be covered.	<p>The overall objective of the project is to strengthen regulatory cooperation and to provide market access and a secure environment for economic partnership between the EU and Latin America in the domain of civil aviation.</p> <p>Objective 1: Dialogue deepened between Latin American and EU Authorities on aviation regulation and the environment, reduction of barriers (such as safety oversight problems or ATM capacity) that hamper business development between Latin America and the EU.</p> <p>Objective 2: Enhanced partnership between the Latin American and EU aviation industry.</p> <p>Objective 3: EU experience used to improve airport infrastructure and Air Traffic Management capacity at national and regional level.</p> <p>Objective 4: Development of long-term and sustainable cooperation and partnership between EU and Latin American educational institutions and the building of a sustainable platform for education programmes.</p> <p>Objective 5: Enhanced Latin America regional regulatory harmonisation process initiated</p>	DELEGATION	2017-2021	ONGOING	EUR 7m	28%



PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
			under ACSA in Central America and SRVSOP in South America.					
EU-ASA: EU-Africa Safety in Aviation Project	DG-DEVCO ^[1]	Sub-Saharan states ^[6]	The objective of this project is to support the sub-Saharan states in improving their implementation of ICAO safety standards through regulation development activities, training and workshop sessions. The programme also supports Regional Safety Oversight Organisations (RSOs) in Africa.	DELEGATION	2019-2021	ONGOING	EUR 5m	32%



PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
AfDB-ECCAS: PASTA-CO ECCAS	ECCAS ^[5] (Economic Community of Central African States)	ECCAS ^[5]	<p>The overall objective of the project is to support the Regional Safety Oversight Organisation (RSOO) called ACSAC through assistance in:</p> <ul style="list-style-type: none"> • Developing aviation safety regulations for the region, • Managing safety data and, • Delivering training to the regional and national experts. <p>The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Project d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).</p>	GRANT	2018- 2020	ONGOING	EUR 1.7m	45%
AfDB-WAEMU: PASTA-CO WAEMU	WAEMU (West Africa Economic and Monetary Union)	WAEMU	<p>The objectives of the project are:</p> <ol style="list-style-type: none"> (1) Provide initial/complementary training for regional/national inspectors. (2) Train the trainer and awareness raising of regional/national personnel in charge. <p>The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).</p>	GRANT	2019-2020	PLANNED	EUR 1.2m	48%
SAFETY LIST III: EU Safety List Service Framework Contract	DG-MOVE ^[4]	N/A	Provision of expertise and related technical assistance in the framework of Regulation (EC) No 2111/2005 on the establishment of a Union list of banned carriers subject to an operating ban within the Union and informing the air travelling public.	SERVICE	2017-2021	ONGOING	EUR 800k	50%



PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
CEMAC 2 (PAGIRN): Assistance Programme for Commerce and Economic Integration	DG-MOVE[4]	ECCAS[5]	The CEMAC project is done in the framework of the "PACIE" (Assistance Programme for Commerce and Economic Integration) of the Central African States which aim is to ease their insertion into the world economy and promote the economic growth in order to reduce poverty. Within this framework, the overall objective of the CEMAC project is to contribute to the prevention and the reduction of civil aviation incidents and accidents.	CONTRIBUTION	2019-2022	PLANNED	EUR 1.7m	30%
EUROMED 2	DG-NEAR[2]	Morocco, Algeria, Tunisia, (Libya), Egypt, Jordan, (Syria), Israel, Palestine and Lebanon	Support the sustainable development of the civil aviation/administration systems in the beneficiary countries and assistance to the countries for implementing the UfM Regional Transport Action Plan 2014-2020 and its follow-up plan on relevant aviation chapters.	CONTRIBUTION	2020-2023	PLANNED	EUR 3m	TBD
EASA IPA 5	DG-NEAR[2]	Western Balkan Region & Turkey	EU support on transposition and implementation of the EU aviation acquis	CONTRIBUTION	2020-2023	PLANNED	EUR 840k	TBD
CORSIA AFRICA	DG-DEVCO[1]	Western/Central Africa: Benin, Burkina Faso, Ivory Coast, Gabon, Guinea Bissau, Mali, Mauritania, Niger, Nigeria, Senegal and Togo South/East Africa: Botswana, Comoros, Kenya, Madagascar,	Capacity building for CO2 mitigation from international aviation (Phase II) in Africa and the Caribbean	CONTRIBUTION	2019-2022	PLANNED	EUR 6.5m	30%



PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		Tanzania and Zambia Caribbean: Trinidad & Tobago, Barbados						
EU-SEA CCCA (CORSIA ASEAN)	FPI - Delegation of the EU to Thailand	Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam	EU-South East Asia Cooperation on mitigating Aviation Environmental and Climate Change Impacts from Civil Aviation (EU-SEA CCCA)	CONTRIBUTION	2019-2022	PLANNED	EUR 4m	30%

^[1]**DG-DEVCO:** European Commission Directorate General for International Cooperation and Development

^[2]**DG-NEAR:** European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations

^[3]**FPI:** European Commission Service for Foreign Policy Instruments

^[4]**DG-MOVE:** European Commission Directorate General for Mobility and Transport

^[5]**ECCAS:** Economic Community of Central African States (*Gabon, Cameroon, the Central African Republic (CAR), Chad, Congo Brazzaville and Equatorial Guinea*)

^[6]**ASEAN region:** Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.

IV.15.2 Safety Intelligence Projects:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
Data4Safety (D4S) programme	DG-MOVE ^[1]	1st Grant Agreement (ref Grant Agreement No MOVE/E4/SUB/CEF/PSA/2016-637/2017-407/SI2.764098/SI2.764101 Enhancing further aviation safety will require a massive collection of data coupled with the capacity to analyse them. Currently, the data and the analytical capacity are fragmented and scattered in the different organisations in Europe. The Data4Safety (or D4S) programme aims to take advantage of Big Data technologies to organise the collection of data and support their analysis as well as supporting European technologies and market leadership in civil aviation to	GRANT AGREEMENT	2017-2020	ONGOING	EUR 5m	0% [The EUR 5m Grant towards the Data4Safety Programme will be utilised for



PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		enhance European know-how in Big Data technologies. Building on an independent feasibility study commissioned by EASA in 2015 this initial “proof of concept” phase is planned to be executed to trial and prove at a practical level that the concept will work.					<i>external support. EASA and its partners will contribute an additional EUR 6m]</i>
Data4Safety (D4S) programme	DG-MOVE ^[1]	2n Grant: additional funding to support the D4S programme: (ref Grant Agreement No MOVE/E4/SUB/CEF/PSA/2019-39/SI2.807751) <ul style="list-style-type: none"> - to expand the scope of safety data for the Big Data programme and - to develop ECCAIRS 2.0 	GRANT AGREEMENT	2019-2022	ONGOING	EUR 5m	0%

^[1]DG-MOVE: European Commission Directorate General for Mobility and Transport

IV.15.3 Research Projects:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
„SARAH“ Project - EU R&D Programme ‘Horizon 2020’	Consortium leader for EU grant awarded by INEA ^[1]	SARAH is concerned with establishing novel holistic, simulation-based approaches to the analysis of aircraft ditching. It is build up from a consortium of experts from OEM industries, experienced suppliers of simulation technologies, established research institutions and representatives of the certification authorities. Results of SARAH are expected to support a performance-based regulation and certification for next generation aircraft and helicopter and to enhance the safe air transport as well as to foster the trustworthiness of aviation services.	COLLABORATION AGREEMENT	2016-2020	ONGOING	EUR 13k	100%
“DESIRE” project	BMBF	Technische Hochschule Ingolstadt will perform and evaluate the effects of drone strikes to aircraft structures by analytical and experimental means. EASA will contribute during the conduct of the Project by providing a regulator’s view about the direction of work with regard to aviation safety and environmental protection, certification standards and regulations, and the acceptability of innovative multifunctional structures.	COLLABORATION AGREEMENT	2019-2021	ONGOING	EUR 17k	100%



PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
„MAHEPA PVS“ project	Consortium leader for EU grant awarded by INEA ^[1]	Modular Approach to Hybrid Electric Propulsion Architecture	COLLABORATION AGREEMENT	2017-2021	ONGOING	EUR 120k	100%
„OPTICS2“ project	INEA ^[1]	Observatory of safety and security research for aviation	GRANT AGREEMENT	2017-2021	ONGOING	EUR 140k	100%
„ICARe“ project	INEA ^[1]	Development of research cooperation platform for aviation with 3rd countries (US, China, Japan, Canada, Korea, Russia)	GRANT AGREEMENT	2017-2020	ONGOING	EUR 82k	100%
„Engage“ project	SESAR JU ^[2]	Organisation of networking actions between research centers, industries and service providers to improve linkage between exploratory research and operational needs and transport policy.	GRANT AGREEMENT	2017-2021	ONGOING	EUR 37k	100%
“ACASIAS” project	INEA	Reduction of energy consumption of future aircraft by improving aerodynamic performance and by facilitating the integration of novel efficient propulsion systems such as contra-rotating open rotor (CROR) engines	COLLABORATION AGREEMENT	2017-2020	ONGOING	EUR 15k	100%
“Music-haic” project	INEA	Develop of simulations tools for airframe / engine icing tests (ice crystals), which would be easier to configure and run permitting substantial gains in development costs and allowing more design choices to be explored and de-risked	COLLABORATION AGREEMENT	2018-2022	ONGOING	EUR 22k	100%
“ICE GENESIS” project	INEA	ICE GENESIS will provide the European aeronautical industry with a validated new generation of 3D icing engineering tools (numerical simulation tools and upgraded test capabilities), addressing App C, O and snow conditions, for safe, efficient, right first time, and cost effective design and certification of future regional, business and large aircraft, rotorcraft and engines. ICE GENESIS will permit weather hazards to be more precisely evaluated and properly mitigated thanks to adapted design or optimised protection through either active or	COLLABORATION AGREEMENT	2019-2022	ONGOING	EUR 48k	100%



PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		passive means. Furthermore, ICE GENESIS will pave the way for 3D digital tools to be used in the future as acceptable means of compliance by the regulation authorities. Overall, ICE GENESIS will contribute to flight safety, reduced certification costs and increased operability.					
“SAFEMODE” project	INEA	Strengthening synergies between Aviation and maritime in the area of human Factors towards achieving more Efficient and resilient MODE of transportation	COLLABORATION AGREEMENT	2019-2022	ONGOING	77k	100%
“AVIATOR” project	INEA	AVIATOR will adopt a multi-level measurement, modelling and assessment approach to develop an improved description and quantification of relevant aircraft engine emissions, and their impact on air quality in and around airports under different climatic conditions.	COLLABORATION AGREEMENT	2019-2022	ONGOING	70k	100%
“FMCD” project	INEA	SAAB AKTIEBOLAG are developing a new locking and latching mechanism for cargo doors. EASA will contribute during the conduct of the Project by providing a regulator’s view about the direction of work with regard to aviation safety and environmental protection, certification standards and regulations, and the acceptability of innovative multifunctional structures	COLLABORATION AGREEMENT	2019-2022	ONGOING	25k	100%
“ROCS” project	INEA	The aim of the project is the definition of guidelines for the generation of certification data for rotorcraft through flight simulation. The objective of the project is to define, in collaboration with industry and regulators, the characteristics that a virtual environment must have to be adequate to demonstrate compliance with airworthiness standards, in a safer, more economical and more effective way than what could be achieved through current flight test procedures.	COLLABORATION AGREEMENT	2019-2022	ONGOING	93k	100%
„RUMBLE“ project	Consortium leader for EU grant awarded by INEA ^[1]	New standard for supersonic flight (noise limits)	COLLABORATION AGREEMENT	2017-2020	PLANNED	EUR 35k	100%



PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
“SENS4ICE” project	INEA	Detection systems (active-passive)	COLLABORATION AGREEMENT	2019-2023	PLANNED	EUR 33	100%
“CERTEST” project	EPSRC	To enable lighter, more cost and fuel efficient composite aero-structures through developing the scientific foundations for a new approach for integrated high-fidelity structural testing and multi-scale modelling and 3D product quantification based on Bayesian learning and statistical Design of Experiments (DoE), incorporating understanding of design features at structural lengths scales.	COLLABORATION AGREEMENT	2019-2024	PLANNED	EUR 30	100%
“FUTPRINT50” project	INEA	For the purposed time frame, FUTPRINT50 aims at setting the pace for an entry into service of 50PAX aircraft types, aimed at short inter-city transport, in the context of future mobility scenarios	COLLABORATION AGREEMENT	2020-2022	PLANNED	EUR 20	100%
“IMOTHEP” project	INEA	The core of the IMOTHEP project is an integrated end-to-end investigation of the hybrid-electric power train of a hybrid-electric commercial aircraft, in close connexion with the propulsion system architecture and the aircraft configuration.	COLLABORATION AGREEMENT	2020-2022	PLANNED	EUR 50	100%
“PAFA-ONE” project	BMWl	Show technical feasibility of a self-organizing safety-critical avionics system including a suitable qualification approach	COLLABORATION AGREEMENT	2020-2023	PLANNED	EUR 37	100%
“PROVING” project	BMWl	Certification Of Robust Out-of-autoclave Prepregs	COLLABORATION AGREEMENT	2020-2023	PLANNED	EUR 69	100%
“RAPTOR” project	CSJU	RAPTOR has brought together a consortium of world leading, interdisciplinary experts in the fields of measurement, modelling and health to provide synergy of the current and potential future impacts of aircraft nvPM and provide robust support to key stakeholders going beyond the current CAEP cycle.	COLLABORATION AGREEMENT	2020-2021	PLANNED	EUR 11	100%



PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
"RUMTRAIN" project	BMWl	Innovative design of a structure for an aircraft used for training purposes	COLLABORATION AGREEMENT	2020-2023	PLANNED	EUR 18	100%
"VICKI" project	BMWl	The objectives of the project are to: · Support reduced crew and partially autonomous operations; · Assist/replace crew-based, collaborative decision-making through AI-based algorithms; · Adapt avionic platform architectures to support these functions; · Develop new operational concepts.	COLLABORATION AGREEMENT	2020-2023	PLANNED	EUR 59	100%
"REMAP" project	INEA	Develop an open-source solution for aircraft maintenance, the Integrated Fleet Health Management (IFHM) system by replacing fixed-interval inspections with adaptive condition-based interventions.	COLLABORATION AGREEMENT	2018-2022	Planned	EUR 45k	100%
"TRANSCEND" project	CSJU	TRANSCEND provides an assessment of the environmental impact at aircraft and air transport levels of alternative energy sources and novel propulsion technology for aircraft with entry-into-service before 2050. The alternative energy sources and novel propulsion technologies are considered separately and in combination, complementary to the technologies developed in Clean Sky 2. In addition, TRANSCEND provides a TRL-based technology roadmap for promising propulsion technologies and a roadmap regarding economic viability and availability for the associated alternative energy sources.	COLLABORATION AGREEMENT	2019-2022	PLANNED	6k	100%
"MISSION" project	CSJU	Virtual Testing based Certification	COLLABORATION AGREEMENT	2020-2022	PLANNED	25k	100%
H2020 DA Projects	DG Move ^[3]	1) Assessment of Environm. Impacts – Noise 2) Assessment of Environm. Impacts – Emissions 3) Market-based Measures (Emissions Trading Scheme and Carbon Offsetting and Reduction Scheme for International Aviation) 4) Fire risks with large PED in checked luggage	DELEGATION AGREEMENT	2020-2024	PLANNED	EUR 13m	5



PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		5) Effectiveness of FTL 6) Quick recovery of flight data recordings 7) Enhanced emergency flotation systems for helicopters 8) Integrity improvement of rotorcraft main gear boxes (MGB) 9) Vulnerability of manned aircraft to drone strike					
Horizon Europe DA Projects	DG Move ^[3]	Project not selected yet	DELEGATION AGREEMENT	2021-2025	PLANNED	EUR 10m	5%
Drones	INEA	Project not selected yet	COLLABORATION AGREEMENT	2020-2024	PLANNED	EUR 100k	100%
EHAP, fuel cell	INEA	Project not selected yet	COLLABORATION AGREEMENT	2020-2024	PLANNED	EUR 100k	100%
Composite material	INEA	Project not selected yet	COLLABORATION AGREEMENT	2020-2024	PLANNED	EUR 100k	100%
UTM, UAT	SESAR JU	Project not selected yet	COLLABORATION AGREEMENT	2020-2024	PLANNED	EUR 100k	100%

^[1]INEA: European Commission's Innovation and Networks Executive Agency

^[2]SESAR JU: European Commission Executive Agency for Single European Sky ATM Research

^[3]DG-MOVE: European Commission Directorate General for Mobility and Transport



IV.15.4 Environmental Protection:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
DG CLIMA technical and policy advice *	DG-CLIMA ^[1]	Support for the development and adoption of the <i>Carbon Offsetting and Reduction Scheme for International Aviation</i> package including providing technical advice and policy support to DG-CLIMA.	COOPERATION AGREEMENT (SERVICE CONTRACT)	MAR 2018-MAR2019	ONGOING	EUR 50k	100%

^[1]**DG-CLIMA:** European Commission Directorate General for Climate Action

*Please note that the European Commission is currently working to secure additional funding to support the environmental protection activities of the Agency. This may result in additional projects/grants however this is still under revision and pending confirmation.



IV.16 European Plan for Aviation Safety 2020-2024

Please confer EPAS 2020-2024 adopted separately by EASA management board in December 2019.



IV.17 Summary Tables Budget 2020

The subsequent tables summarise the 2020 Budget.

Title Chapter Article Item	Heading	Budget 2020	Agency Request Budget 2020	1st Amending Budget 2019	Remarks
		Income	Income	Income	
1	REVENUE FROM FEES AND CHARGES				
10	REVENUE FROM FEES AND CHARGES				
100	Revenue from fees and charges	125,143,000	122,516,000	103,214,000	This appropriation concerns forecasted own revenue generated by Certification and Services provided by the Agency.
	Article 1 0 0 — Total	125,143,000	122,516,000	103,214,000	
	CHAPTER 1 0 — TOTAL	125,143,000	122,516,000	103,214,000	
	Title 1 — Total	125,143,000	122,516,000	103,214,000	
2	EUROPEAN UNION SUBSIDY				
20	EUROPEAN UNION SUBSIDY				
200	European Union subsidy	37,954,000	43,506,000	37,643,000	This appropriation concerns the revenue from the EU subsidy approved by the European Parliament. (Art. 120, Basic Regulation (2018/1139))
	Article 2 0 0 — Total	37,954,000	43,506,000	37,643,000	
	CHAPTER 2 0 — TOTAL	37,954,000	43,506,000	37,643,000	
	Title 2 — Total	37,954,000	43,506,000	37,643,000	
3	THIRD COUNTRIES CONTRIBUTION				
30	THIRD COUNTRIES CONTRIBUTION				
300	Third countries contribution	2,303,000	2,388,000	2,066,000	This appropriation concerns the revenue from contributions from Associated Countries to EASA. More specifically, the revenue from the AELE Agreement, as well as the revenue from Switzerland, following Decision No 1/2017 of the Joint European Union/Switzerland Air Transport Committee
	Article 3 0 0 — Total	2,303,000	2,388,000	2,066,000	
	CHAPTER 3 0 — TOTAL	2,303,000	2,388,000	2,066,000	
	Title 3 — Total	2,303,000	2,388,000	2,066,000	



Title Chapter Article Item	Heading	Budget 2020	Agency Request Budget 2020	1st Amending Budget 2019	Remarks
		Income	Income	Income	
4	OTHER CONTRIBUTIONS				
40	OTHER CONTRIBUTIONS				
400	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant and Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated revenue for the financial year is € 1,005,000.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	
401	Technical Cooperation with Third Countries - Delegation Agreements	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Delegation Agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated revenue for the financial year of € 14,891,000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 1 — Total	p.m.	p.m.	p.m.	
403	Research Programmes	p.m.	p.m.	p.m.	This appropriation concerns the earmarked contributions and earmarked revenue from special research programmes from the European Commission. The estimated expenditure for the financial year is € 13,413,000.
	Article 4 0 3 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	
42	DATA FOR SAFETY PROGRAMME				
420	Data for Safety programme	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme). The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 2,711,000
	Article 4 2 0 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	
	Title 4 — Total	p.m.	p.m.	p.m.	



Title Chapter Article Item	Heading	Budget 2020	Agency Request Budget 2020	1st Amending Budget 2019	Remarks
		Income	Income	Income	
5	ADMINISTRATIVE OPERATIONS				
50	ADMINISTRATIVE OPERATIONS				
500	Revenue from investments or loans, bank interest and other items	128,000	150,000	150,000	This appropriation concerns the revenue from bank interests coming from Fees & Charges revenue and interest from delayed payments from the aviation industry.
	Article 5 0 0 — Total	128,000	150,000	150,000	
501	Other administrative operations	500,000	650,000	650,000	This appropriation concerns the revenue from parking and job ticket costs reimbursed by the EASA staff members.
	Article 5 0 1 — Total	500,000	650,000	650,000	
	CHAPTER 5 0 — TOTAL	628,000	800,000	800,000	
	Title 5 — Total	628,000	800,000	800,000	
6	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
60	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
600	Revenue from services rendered against payment	405,000	365,000	494,375	This appropriation concerns the revenue from services rendered against payment, including Standardisation visits.
	Article 600 - Total	405,000	365,000	494,375	
602	Technical Training	160,000	p.m.	p.m.	This appropriation concerns revenue collected in the context of technical training services provided to national and international aviation authorities (e.g. training courses) and implementation of the legislation learning system (e.g. fees collected from e-examinations).
	Article 602 - Total	160,000	p.m.	p.m.	
	CHAPTER 6 0 — TOTAL	565,000	365,000	494,375	
	Title 6 — Total	565,000	365,000	494,375	
7	BUDGETARY CORRECTIONS				
70	BUDGETARY CORRECTIONS				
701	Budgetary imbalance to be covered by additional income from budget line 200.	p.m.	p.m.	p.m.	This appropriation is intended for the deficit to be covered by additional income from line 200.
	Article 7 0 1 - Total	p.m.	p.m.	p.m.	
702	Accumulated Surplus on Fees and Charges Activities	52,194,000	38,876,000	52,194,000	This appropriation is intended for the balance from assigned revenue generated by Fees & Charges on the Outturn from previous year.
	Article 7 0 2 - Total	52,194,000	38,876,000	52,194,000	
	CHAPTER 7 0 — TOTAL	52,194,000	38,876,000	52,194,000	
	Title 7 — Total	52,194,000	38,876,000	52,194,000	
	REVENUE GRAND TOTAL	218,787,000	208,451,000	196,411,375	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
1	STAFF							
11	STAFF IN ACTIVE EMPLOYMENT							
110	Staff holding a post provided for in the establishment plan							
1100	Basic salaries	54,158,000	54,158,000	59,772,000	59,772,000	56,060,375	56,060,375	Staff Regulations (Articles 62 and 66) applicable to Temporary Agents; CEOS (Articles 19 and 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1101	Family allowances	6,365,000	6,365,000	6,849,000	6,849,000	6,438,000	6,438,000	Staff Regulations (Articles 62, 67 and 68) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1102	Expatriations and foreign residence allowances	8,174,000	8,174,000	8,874,000	8,874,000	8,342,000	8,342,000	Staff Regulations (Articles 62 and 69) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1103	Secretarial allowances	2,000	2,000	2,000	2,000	2,000	2,000	Staff Regulations (Article 18 of Annex XIII referring to the former Article 4a of Annex VII) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 0 — Total	68,699,000	68,699,000	75,497,000	75,497,000	70,842,375	70,842,375	
111	Other staff							
1110	Special Advisor	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the daily subsistence allowance applicable for Germany for each day of service of the special advisor. This appropriation may receive the appropriations corresponding to the assigned revenue.
1111	Secondment of national experts	1,254,000	1,254,000	1,166,000	1,166,000	1,120,000	1,120,000	This appropriation is intended to cover the allowances applicable to National Experts seconded to EASA in accordance with the provisions laid down in the ED Decision 2009/169/E. This appropriation may receive the appropriations corresponding to the assigned revenue.
1112	Temporary assistance (Interims)	1,200,000	1,200,000	600,000	600,000	600,000	600,000	To cover the costs for Temporary Assistance (interims). This appropriation may receive the appropriations corresponding to the assigned revenue.
1113	Contractual agents	5,441,000	5,441,000	5,336,000	5,336,000	4,738,000	4,738,000	To cover basic salaries and all benefits of Contractual agents in accordance with the provisions of the CEOS (Articles 92 to 105). This appropriation may receive the appropriations corresponding to the assigned revenue.
1114	Trainees	198,000	198,000	400,000	400,000	388,000	388,000	This appropriation is intended to cover the costs for the implementation of the EASA traineeship programme, on the basis of the applicable EASA policy on traineeships. This appropriation may receive the appropriations corresponding to the assigned revenue.
1115	Local Staff	96,000	96,000	144,000	144,000	144,000	144,000	This budget line is used to pay the salary costs of local staff engaged in accordance with Article 4 of the CEOS. Local staff means staff engaged in places outside the EU according to local practice. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 1 — Total	8,189,000	8,189,000	7,646,000	7,646,000	6,990,000	6,990,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
113	Employer's social security contributions							
1130	Insurance against sickness	2,070,000	2,070,000	2,189,000	2,189,000	2,058,000	2,058,000	Staff Regulations (Articles 72 and 23) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1131	Insurance against accidents and occupational diseases	231,000	231,000	246,000	246,000	232,000	232,000	Staff Regulations (Articles 73) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1132	Insurance against unemployment	808,000	808,000	855,000	855,000	804,000	804,000	Article 28a of the CEOS. This appropriation may receive the appropriations corresponding to the assigned revenue.
1133	Constitution or maintenance of pension rights	9,000,000	9,000,000	9,250,000	9,250,000	9,100,000	9,100,000	Constitution or maintenance of pension rights. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 3 — Total	12,109,000	12,109,000	12,540,000	12,540,000	12,194,000	12,194,000	
114	Miscellaneous allowances and grants							
1140	Childbirth and death allowances and grants	5,000	5,000	5,000	5,000	5,000	5,000	Staff Regulations (Articles 74 and 75) applicable to Temporary Agents; CEOS (Article 29). This appropriation may receive the appropriations corresponding to the assigned revenue.
1141	Travel expenses for annual leave	906,000	906,000	1,071,000	1,071,000	1,006,000	1,006,000	Staff Regulations (Articles 71 and 8 of Annex VII) applicable to Temporary Agents; CEOS (Article 26). This appropriation may receive the appropriations corresponding to the assigned revenue.
1142	Housing and transport allowances	341,000	341,000	273,000	273,000	499,000	499,000	Staff Regulations (Articles 5 and 23 of the Annex X 4a and 14b) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1143	Fixed duty allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Articles 56a), 56b), 56c) 14) applicable to Temporary Agents; CEOS (Article 16). This appropriation may receive the appropriations corresponding to the assigned revenue.
1144	Special Allowance for Accountants and Finance Officers	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Allowances for Accountant, Financial Officer and others. This appropriation may receive the appropriations corresponding to the assigned revenue.
1145	Other allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	CEOS (Articles 14 and 47(b)(ii)) compensation allowances for the Temporary Agents staff. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 4 — Total	1,252,000	1,252,000	1,349,000	1,349,000	1,510,000	1,510,000	
115	Overtime							
1150	Overtime & Stand-by duty	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulation (Articles 56 and 55) and CEOS (Articles 16 92) applicable to Temporary Agents and Contract Agents. This appropriation may receive the appropriations corresponding to the assigned revenue
	Article 1 1 5 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
117	<i>Supplementary services</i>							
1170	Translation costs of CDT	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover special translation and publication costs related to hiring Temporary Agent staff, charged by the Translation Centre for the Bodies of the European Union (CdT). This appropriation may receive the appropriations corresponding to the assigned revenue.
1171	Administrative Services of the Translation Centre	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of translation of Translation Centre. This appropriation may receive the appropriations corresponding to the assigned revenue.
1172	Administrative assistance from community institutions	672,000	672,000	900,000	900,000	896,000	896,000	This appropriation is intended to cover the costs of assistance received from the Pay Master's Office (PMO), for administering the salaries of the EASA staff members. This appropriation may receive the appropriations corresponding to the assigned revenue.
1173	External services	140,000	140,000	140,000	140,000	140,000	140,000	This appropriation is intended to cover the costs of external services and specific services (consultancy and studies) in the field of Human Resources. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 7 — Total	812,000	812,000	1,040,000	1,040,000	1,036,000	1,036,000	
119	<i>Salary weightings</i>							
1190	Salary weightings	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Article 64); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of salary weightings based on a corrective coefficient, applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1191	Adjustments to remuneration	1,006,000	1,006,000	1,077,000	1,077,000	607,000	607,000	Staff Regulations (Article 65); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of the Yearly indexation rate, applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 9 — Total	1,006,000	1,006,000	1,077,000	1,077,000	607,000	607,000	
	CHAPTER 1 1 — TOTAL	92,067,000	92,067,000	99,149,000	99,149,000	93,179,375	93,179,375	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
12	EXPENDITURE RELATED TO RECRUITMENT							
120	<i>Miscellaneous expenditure on staff recruitment and transfer</i>							
1200	Miscellaneous expenditure on staff recruitment	186,000	186,000	133,000	133,000	239,000	239,000	This appropriation is intended to cover the expenditure involved in the EASA recruitment procedures for Temporary and Contract Agent vacancies, including travel costs and allowances for interviews and for medical visits. This appropriation may receive the appropriations corresponding to the assigned revenue.
1201	Travel expenses	30,000	30,000	20,000	20,000	41,000	41,000	Staff Regulations (Articles 71 and 7 of Annex VII) applicable to Temporary Agents; CEOS (Article 22). This appropriation is intended to cover the travel expenses of Temporary Agents and Contractual Agents entering or leaving the service, including the members of their families. This appropriation may receive the appropriations corresponding to the assigned revenue.
1202	Installation, resettlement and transfer allowances	408,000	408,000	490,000	490,000	316,000	316,000	Staff Regulations (Articles 71, 5 and 6 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 24). This appropriation is intended to cover the installation allowances for Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when they definitively cease their duties and settle elsewhere. This appropriation may receive the appropriations corresponding to the assigned revenue.
1203	Removal expenses	177,000	177,000	247,000	247,000	158,000	158,000	Staff Regulations (Articles 71, 9 of Annex VII) applicable to Temporary Agents and Contract Agents; CEOS (Articles 22, 23 and 92). This appropriation is intended to cover the removal costs of Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when transferred to a new place of work or when they definitively cease their duties. This appropriation may receive the appropriations corresponding to the assigned revenue.
1204	Temporary daily subsistence allowances	252,000	252,000	268,000	268,000	356,000	356,000	Staff Regulations (Articles 71, 10 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 25). This appropriation is intended to cover the daily subsistence allowances due to Temporary Agents and Contractual Agents able to prove that they were obliged to change their place of residence after taking up their duties, including transfer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 2 0 — Total	1,053,000	1,053,000	1,158,000	1,158,000	1,110,000	1,110,000	
	CHAPTER 1 2 — TOTAL	1,053,000	1,053,000	1,158,000	1,158,000	1,110,000	1,110,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
14	SOCIOMEDICAL INFRASTRUCTURE							
140	<i>Restaurants and canteens</i>							
1400	Restaurants and canteens	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of canteens for the staff of the Agency (N/A).
	Article 1 4 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
141	<i>Medical service</i>							
1410	Medical service	298,000	298,000	384,000	384,000	377,000	377,000	This appropriation is intended to cover the costs of medical services, including medical visits, annual medical check-ups, preventive medical examinations, and appointing a medical officer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 1 — Total	298,000	298,000	384,000	384,000	377,000	377,000	
142	<i>Language and other training</i>							
1420	Language and other training	674,000	674,000	674,000	674,000	674,000	674,000	This appropriation is intended to cover the costs of language and other training needs of the staff members of the Agency, including training visits, financial management training, IT Training, legal training, planning sessions, coaching, and personal effectiveness. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 2 — Total	674,000	674,000	674,000	674,000	674,000	674,000	
143	<i>Social welfare of staff</i>							
1430	Social welfare of staff	4,547,000	4,547,000	4,547,000	4,547,000	4,457,000	4,457,000	This appropriation is intended to cover expenditure by the Agency on the social welfare activities of its staff, including job tickets, relocation expenses, schooling informative events. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 3 — Total	4,547,000	4,547,000	4,547,000	4,547,000	4,457,000	4,457,000	
144	<i>Special allowance for handicapped</i>							
1440	Special allowance for handicapped	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of special allowances. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 4 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 1 4 — TOTAL	5,519,000	5,519,000	5,605,000	5,605,000	5,508,000	5,508,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
17	RECEPTION AND EVENTS							
170	<i>Reception and events</i>							
1700	Reception and events	97,000	97,000	92,000	92,000	102,000	102,000	This appropriation is intended to cover the costs of official inter-Agency receptions for the benefit of the staff members, and official events, including all staff meetings, departmental meetings. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 170 — Total	97,000	97,000	92,000	92,000	102,000	102,000	
	CHAPTER 17 — TOTAL	97,000	97,000	92,000	92,000	102,000	102,000	
1	Title 1 — Total	98,736,000	98,736,000	106,004,000	106,004,000	99,899,375	99,899,375	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE							
20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS							
200	Rental costs							
2000	Rental costs	8,135,000	8,135,000	8,085,000	8,085,000	7,967,000	7,967,000	This appropriation is intended to cover the payment of costs of the building occupied by the Agency, as foreseen in the rent contract. These include: the rent, the additional costs such as water, gas, electricity and heating charges, any additional building rental expenses, and parking facilities. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 0 — Total	8,135,000	8,135,000	8,085,000	8,085,000	7,967,000	7,967,000	
201	Insurance							
2010	Insurance	43,000	43,000	43,000	43,000	43,000	43,000	This appropriation is intended to cover the policy premiums for electronic insurance, furniture insurance, third party insurance in respect of the buildings or parts of buildings occupied by the Agency and their contents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 1 — Total	43,000	43,000	43,000	43,000	43,000	43,000	
203	Cleaning and maintenance							
2030	Cleaning and maintenance	344,000	344,000	344,000	344,000	337,000	337,000	This appropriation is intended to cover the costs of cleaning services, cleaning products, and up keeping of the premises used by the Agency, including all floors occupied. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 3 — Total	344,000	344,000	344,000	344,000	337,000	337,000	
204	Fitting-out of premises							
2040	Fitting-out of premises	25,000	25,000	372,000	372,000	25,000	25,000	This appropriation is intended to cover the works that need to be carried out in order to equip the premises according to predefined needs, and the repairs that are necessary in the building occupied by the Agency in order to facilitate its functionality. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 4 — Total	25,000	25,000	372,000	372,000	25,000	25,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
205	<i>Security and surveillance of buildings</i>							
2050	Security and surveillance of buildings	525,000	525,000	523,000	523,000	513,000	513,000	This appropriation is intended to cover expenditure on the EASA building connected with security and safety. In particular, contracts governing building surveillance, enhancement of security camera networks and purchase of security equipment, hire and replenishment of fire extinguishers, purchase and maintenance of fire-fighting equipment, replacement of equipment for staff members acting as voluntary firemen, costs of carrying out statutory inspections. This appropriation may receive the appropriations corresponding to the assigned revenue.
2051	Other building expenditure	967,000	967,000	742,000	742,000	920,000	920,000	The appropriation is intended to cover expenditure on buildings not specially provided for in the articles in Chapter 20. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 5 — Total	1,492,000	1,492,000	1,265,000	1,265,000	1,433,000	1,433,000	
	CHAPTER 2 0 — TOTAL	10,039,000	10,039,000	10,109,000	10,109,000	9,805,000	9,805,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
21	INFORMATION AND COMMUNICATION TECHNOLOGY							
210	ICT equipment							
2100	ICT equipment acquisition & maintenance	1,432,000	1,432,000	1,312,000	1,312,000	580,000	580,000	This appropriation is intended to cover the hardware, maintenance and installation costs of ICT and telecommunications equipment for the official purposes of the Agency. This includes the hardware, maintenance and installation costs of computers, printers, laptops, servers, copiers, scanners, fax machines, mobile phones, mobile equipment, other network components and other peripherals. This appropriation may receive the appropriations corresponding to the assigned revenue.
2101	Development of organisational applications and provision of data centre services	5,725,000	5,725,000	4,740,000	4,740,000	4,481,000	4,481,000	This appropriation is intended to cover consultancy needs for studies, organisational applications development, data centre services, storage and IT security for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2105	Other ICT expenditure	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the ICT costs needed to ensure business continuity or improvement of IT service provision, and which are not covered by the other categories. This appropriation may receive the appropriations corresponding to the assigned revenue.
2106	Software	2,151,000	2,151,000	1,985,000	1,985,000	1,960,000	1,960,000	This appropriation is intended to cover the purchase, maintenance and subscription costs of software for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2108	Telephone, radio and television, data connection subscriptions and charges	530,000	530,000	530,000	530,000	580,000	580,000	This appropriation is intended to cover the Agency's telephone subscription costs and communications, mobile phone services, fax, conference calls, internet services, and data transmission. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 1 0 — Total	9,838,000	9,838,000	8,567,000	8,567,000	7,601,000	7,601,000	
	CHAPTER 2 1 — TOTAL	9,838,000	9,838,000	8,567,000	8,567,000	7,601,000	7,601,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
22	MOVABLE PROPERTY AND ASSOCIATED COSTS							
220	<i>Technical equipment and installations</i>							
2200	Technical equipment and installations	42,000	42,000	52,000	52,000	52,000	52,000	This appropriation is intended to cover the requirements of the Agency for soft furnishings, kitchen equipment and installations, including electrical cables and sockets, lamps, beamers, beamer lamps, camcorders, laser meters. This appropriation may receive the appropriations corresponding to the assigned revenue.
2203	Maintenance and repair of technical equipment and installations	34,000	34,000	34,000	34,000	34,000	34,000	This appropriation is intended to cover the costs of maintenance and repairs of technical equipment, installations and furniture as well as painting and other repairs of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 0 — Total	76,000	76,000	86,000	86,000	86,000	86,000	
221	<i>Purchase of furniture</i>							
2210	Purchase of furniture	63,000	63,000	63,000	63,000	201,000	201,000	This appropriation is intended to cover the costs of purchase of furniture aiming at facilitating the official purposes of the Agency, including cupboards, furniture for office rooms, and whiteboards. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 1 — Total	63,000	63,000	63,000	63,000	201,000	201,000	
225	<i>Documentation and library expenditure</i>							
2252	Subscription to newspapers and periodicals	50,000	50,000	50,000	50,000	50,000	50,000	This appropriation is intended to cover the purchase of publications and subscriptions to information services necessary for the Agency's work. This includes books and other publications, newspapers, periodicals, official journals, online subscriptions. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 5 — Total	50,000	50,000	50,000	50,000	50,000	50,000	
	CHAPTER 2 2 — TOTAL	189,000	189,000	199,000	199,000	337,000	337,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
23	CURRENT ADMINISTRATIVE EXPENDITURE							
230	<i>Stationery and office supplies</i>							
2300	Stationery and office supplies	109,000	109,000	125,000	125,000	123,000	123,000	This appropriation is intended to cover the purchase of paper and office supplies, such as envelopes, business cards, toners, transponders, and water, necessary for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 0 — Total	109,000	109,000	125,000	125,000	123,000	123,000	
232	<i>Financial charges</i>							
2320	Financial charges	60,000	60,000	56,000	56,000	56,000	56,000	This appropriation is intended to cover all finance related expenditure incurred by the Agency including: late interest, bank charges and all other financial services required for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2321	Other financial expenditure	150,000	150,000	92,000	92,000	92,000	92,000	This appropriation is intended to cover other finance related expenditure incurred by the Agency including: financial publications, subscriptions and fees, audit costs, finance related studies, etc. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 2 — Total	210,000	210,000	148,000	148,000	148,000	148,000	
233	<i>Legal expenses</i>							
2330	Legal expenses	200,000	200,000	200,000	200,000	200,000	200,000	This appropriation is intended to cover legal expenses, including liability studies, external support for litigation and German Law, for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2331	Damage and interest	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover damage and interest incurred by the Agency in the management of its budget. This appropriation may receive the appropriations corresponding to the assigned revenue.
2332	Board of appeals	10,000	10,000	20,000	20,000	20,000	20,000	This appropriation is intended to cover the costs of the Agency's Board of Appeals, aiming at examining appeals that may be raised by any natural or legal person against a decision addressed to that person. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 3 — Total	210,000	210,000	220,000	220,000	220,000	220,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
235	<i>Other operating expenditure</i>							
2350	Miscellaneous insurance	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the special insurance for the Agency's Accountant and the Imprest Account Holder. This appropriation may receive the appropriations corresponding to the assigned revenue.
2351	MB and other internal meetings	45,000	45,000	45,000	45,000	45,000	45,000	This appropriation is intended to cover the costs of the Agency's Management Board meetings and other internal meetings for official purposes, including the costs of interpretation services, catering, room rental, travel costs and allowances for the members of the Board and other external participants. This appropriation may receive the appropriations corresponding to the assigned revenue.
2352	Department removals	209,000	209,000	209,000	209,000	205,000	205,000	This item is intended to cover the costs of removals of the EASA departments within the building occupied by the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2354	Representation costs	42,000	42,000	45,000	45,000	45,000	45,000	This appropriation is intended to cover representation costs for the Agency's Executive Director and Operational Directors, including business lunches, business dinners, and caterings, incurred in the interest of the Service. This appropriation may receive the appropriations corresponding to the assigned revenue.
2355	Integrated quality management system and Archive expenditure	120,000	120,000	135,000	135,000	145,000	145,000	This appropriation is intended to cover the costs relevant to the certification of the EASA quality management system, e.g. consultancy, certification audit and training, as well the costs related to organising and establishing the archives of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 5 — Total	416,000	416,000	434,000	434,000	440,000	440,000	
	CHAPTER 2 3 — TOTAL	945,000	945,000	927,000	927,000	931,000	931,000	
24	POSTAGE AND TELECOMMUNICATIONS							
240	<i>Postage and delivery charges</i>							
2400	Postage and delivery charges	173,000	173,000	174,000	174,000	172,000	172,000	This appropriation is intended to cover the official costs of the Agency on postal and delivery charges, including parcels sent by post, express mail, and registered mail. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 4 0 — Total	173,000	173,000	174,000	174,000	172,000	172,000	
	CHAPTER 2 4 — TOTAL	173,000	173,000	174,000	174,000	172,000	172,000	
2	Title 2 — Total	21,184,000	21,184,000	19,976,000	19,976,000	18,846,000	18,846,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
3	OPERATIONAL EXPENDITURE							
30	CERTIFICATION ACTIVITIES							
300	<i>Certification activities</i>							
3000	Outsourcing of certification activities	28,139,000	28,139,000	29,901,000	29,901,000	28,794,000	28,794,000	This appropriation is intended to cover the costs of certification tasks and related services outsourced to NAAs and QEs under corresponding framework contracts. This appropriation may receive the appropriations corresponding to the assigned revenue.
3003	Miscellaneous costs under fees and charges	2,008,000	2,008,000	510,000	510,000	610,000	610,000	This appropriation is intended to cover miscellaneous costs deriving from the Fees & Charges Regulation. It includes specific studies, consultancy costs relevant to Fees & Charges, selection of experts and operational equipment (e.g. safety equipment) used by EASA operational staff in the execution of their technical duties. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 0 0 — Total	30,147,000	30,147,000	30,411,000	30,411,000	29,404,000	29,404,000	
301	<i>Special Fees & Charges programmes</i>							
3010	CORAL investment programme	4,863,000	4,863,000	4,000,000	4,000,000	2,500,000	2,500,000	Investment programme to establish a single digital backbone for the certification process. This line holds appropriations from assigned revenue associated with the costs of the programme, specifically (but not limited to) implementation consultancy work and application development.
	Article 3 0 1 — Total	4,863,000	4,863,000	4,000,000	4,000,000	2,500,000	2,500,000	
	CHAPTER 3 0 — TOTAL	35,010,000	35,010,000	34,411,000	34,411,000	31,904,000	31,904,000	
31	STANDARDISATION ACTIVITIES							
310	<i>Standardisation activities</i>							
3100	Standardisation inspection	100,000	100,000	160,000	160,000	160,000	160,000	This appropriation is intended to cover the expenses arising from the participation of national standardisation coordinators and of seconded personnel to Agency's Standardisation activities in the Member States and Associated States.
3101	Standardisation studies	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is to cover the costs of Standardisation studies carried out by the Agency, including a study to be commissioned to carry out performance optimisation of systems ensuring continuous monitoring of standardisation and approvals processes.
3102	Technical Library	71,000	71,000	64,000	64,000	69,000	69,000	This appropriation is to cover the costs of acquiring special technical publications and online databases or portals related to aviation such as technical standards, technical journals, and other technical publications such as guidance material, manuals etc. The technical library is addressed to the EASA experts, including a collection of electronic and hard copy publications kept in-house for consultation in carrying out the Agency's operational work. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 1 0 — Total	171,000	171,000	224,000	224,000	229,000	229,000	
	CHAPTER 3 1 — TOTAL	171,000	171,000	224,000	224,000	229,000	229,000	

Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
32	OPERATIONAL INFORMATION TECHNOLOGY							
320	<i>Operational applications</i>							
3200	Development of operational applications	982,000	982,000	1,650,000	1,650,000	934,000	934,000	This appropriation is intended to cover consultancy needs, studies, software licences and subscriptions, to support the development of operational applications for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 2 0 — Total	982,000	982,000	1,650,000	1,650,000	934,000	934,000	
	CHAPTER 3 2 — TOTAL	982,000	982,000	1,650,000	1,650,000	934,000	934,000	
33	COMMUNICATION AND PUBLICATIONS							
330	<i>Communication and publications</i>							
3300	Communication and publications	462,000	462,000	335,000	335,000	415,000	415,000	This appropriation is intended for the internal and external communications activities of the Communications Department. This includes technical and other publications, crisis communication and management, advertising, including associated graphic design and printing, press conferences and public relations events, exhibitions and related promotional goods, broadcasting events, as well as internal communications media. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 3 0 — Total	462,000	462,000	335,000	335,000	415,000	415,000	
	CHAPTER 3 3 — TOTAL	462,000	462,000	335,000	335,000	415,000	415,000	
34	MEETING EXPENSES							
340	<i>Meeting expenses</i>							
3400	Organisation experts meeting	854,000	854,000	819,000	819,000	1,104,000	1,104,000	This appropriation is intended to cover the costs of organising meetings for the Operational Directorates of the Agency and the reimbursement of experts and other functional costs, including rental of rooms, catering, travel expenses, and daily allowances. This appropriation takes account of the cost recovery from participants of some events and may receive the appropriations corresponding to the assigned revenue.
	Article 3 4 0 — Total	854,000	854,000	819,000	819,000	1,104,000	1,104,000	
	CHAPTER 3 4 — TOTAL	854,000	854,000	819,000	819,000	1,104,000	1,104,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
35	TRANSLATION AND INTERPRETATION COSTS							
350	<i>Translation and interpretation costs</i>							
3500	Translation of studies, reports and other working documents	25,000	25,000	58,000	58,000	58,000	58,000	This appropriation is intended to cover the costs of operational translations and publications of studies, reports, and other official working documents, including annual accounts, budgets, and activity reports, in the context of the official purposes of the Agency, charged by CdT, OPOCE and other translation centres. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 5 0 — Total	25,000	25,000	58,000	58,000	58,000	58,000	
	CHAPTER 3 5 — TOTAL	25,000	25,000	58,000	58,000	58,000	58,000	
36	RULEMAKING ACTIVITIES							
360	<i>Rulemaking activities</i>							
3600	Assistance to Rulemaking Activities	958,000	958,000	2,505,000	2,505,000	649,000	649,000	This appropriation is intended to cover the costs of the Agency's Rulemaking studies including the outsourcing to external experts in Rulemaking activities.
3601	International cooperation	344,000	344,000	444,000	444,000	344,000	344,000	This appropriation is intended to cover the costs of the Agency's international cooperation activities, including contribution fees, training fees, and workshop costs for developing countries.
3602	Support to CAA Thailand	p.m.	p.m.	p.m.	p.m.	500,000	500,000	This appropriation is intended to cover the costs of the Agency's support to the civil aviation authority of Thailand. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 6 0 — Total	1,302,000	1,302,000	2,949,000	2,949,000	1,493,000	1,493,000	
	CHAPTER 3 6 — TOTAL	1,302,000	1,302,000	2,949,000	2,949,000	1,493,000	1,493,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
37	MISSION EXPENSES							
370	<i>Mission expenses</i>							
3700	Mission expenses, duty travel expenses and other ancillary expenditure	6,948,000	6,948,000	6,972,000	6,972,000	6,863,000	6,863,000	This appropriation is intended to cover mission expenses, travel insurance, expenditure on transport, payment of daily mission allowances, and of other ancillary or exceptional expenditure incurred by established staff of the Agency in the interest of the Service, in accordance with the provisions of the EASA Staff Regulations and the EASA Mission Guide. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 7 0 — Total	6,948,000	6,948,000	6,972,000	6,972,000	6,863,000	6,863,000	
	CHAPTER 3 7 — TOTAL	6,948,000	6,948,000	6,972,000	6,972,000	6,863,000	6,863,000	
38	TECHNICAL TRAINING							
380	<i>Technical training</i>							
3800	Technical training and Pilot training expenses	823,000	823,000	890,000	890,000	820,000	820,000	This appropriation is intended to cover the costs of technical training for the Agency's Operational Directorates, in the interest of the Service, including the outsourcing of activities and to cover the costs of Pilot Training and proficiency including associated costs such as examination, medical, equipment, administrative costs, and for other outsourcing and consultancy, etc. This appropriation may receive the appropriations corresponding to the assigned revenue.
3802	European Central Questions Bank	150,000	150,000	150,000	150,000	150,000	150,000	This appropriation is intended to cover the costs of ECQB activities including exams. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 8 0 — Total	973,000	973,000	1,040,000	1,040,000	970,000	970,000	
	CHAPTER 3 8 — TOTAL	973,000	973,000	1,040,000	1,040,000	970,000	970,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
39	ED AND STRATEGIC ACTIVITIES							
390	<i>Ed and Strategic Activities</i>							
3900	Safety intelligence and performance	50,000	50,000	52,000	52,000	52,000	52,000	This appropriation is intended to cover the costs of studies and operational costs for safety intelligence and performance.
3901	External evaluation of the Agency and other Studies	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the external evaluation of the Agency on the implementation of the Art. 124, Basic Regulation 2018/1139, and other studies. The costs include the appointment of the independent external evaluator by the Management Board to examine how effectively the Agency fulfils its mission. This appropriation may receive the appropriations corresponding to the assigned revenue.
3903	Research Studies/Projects	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of the Agency's research studies/projects relevant to aviation safety, as per the research plan. This appropriation may receive the appropriations corresponding to the assigned revenue.
3904	Data for Safety	p.m.	p.m.	1,000,000	1,000,000	1,000,000	1,000,000	This appropriation is intended to cover the costs of the Big Data project studies and consultancy facilitating, promoting and/or improving safety reporting activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
3905	Crisis Management	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of crisis management should the need arise. This appropriation may receive the appropriations corresponding to the assigned revenue.
3907	Aviation Cyber Security project	109,000	109,000	50,000	50,000	50,000	50,000	This appropriation is intended to cover the costs related to the Aviation cyber security project studies and consultancy facilitating, promoting and improving its development. This appropriation may receive the appropriations corresponding to the assigned revenue.
3908	Safety Promotion	165,000	165,000	165,000	165,000	165,000	165,000	This appropriation is intended to cover the costs of safety promotion studies, material and consultancy and related activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 9 0 — Total	324,000	324,000	1,267,000	1,267,000	1,267,000	1,267,000	
	CHAPTER 3 9 — TOTAL	324,000	324,000	1,267,000	1,267,000	1,267,000	1,267,000	
3	Title 3 — Total	47,051,000	47,051,000	49,725,000	49,725,000	45,237,000	45,237,000	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
4	SPECIAL OPERATIONS PROGRAMMES							
40	TECHNICAL COOPERATION WITH THIRD COUNTRIES							
400	Technical Cooperation with third countries							
4000	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant & Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year is € 1,005,000
4001	Technical Cooperation with third countries - Delegation Agreements	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign delegation agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year of € 14,891,000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
41	RESEARCH PROGRAMMES							
410	Research programmes							
4100	Research programmes	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to earmarked revenue and it is intended to cover the costs of the Agency's research programmes relevant to aviation safety. The estimated expenditure for the financial year is € 13,413,000.
	Article 4 1 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 1 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	



Title Chapter Article Item	Heading	Budget 2020		Agency Request Budget 2020		1st Amending Budget 2019		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
42	DATA FOR SAFETY PROGRAMME							
420	<i>Data for Safety Programme</i>							
4200	Data for safety programme	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme). The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 2,711,000 financed by a Grant by DG Move.
	Article 4 2 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
4	Title 4 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
5	OTHER EXPENDITURE							
50	PROVISIONS							
500	<i>Accumulated Surplus on Fees and charges Activities</i>							
5000	Accumulated Surplus on Fees and charges Activities	51,816,000	51,816,000	32,746,000	32,746,000	32,429,000	32,429,000	This appropriation is intended to cover expenditure funded by assigned revenue from Fees & Charges.
	Article 5 0 0 — Total	51,816,000	51,816,000	32,746,000	32,746,000	32,429,000	32,429,000	
	CHAPTER 5 0 — TOTAL	51,816,000	51,816,000	32,746,000	32,746,000	32,429,000	32,429,000	
5	Title 5 — Total	51,816,000	51,816,000	32,746,000	32,746,000	32,429,000	32,429,000	
	COST GRAND TOTAL	218,787,000	218,787,000	208,451,000	208,451,000	196,411,375	196,411,375	



Expenditure breakdown per activity

values in Euro			1st Amen. Budget 2019	Budget 2020	Draft Budget 2021	Envisaged 2022
Fees and Charges activities	Product Certification	Revenue	+ 73,698,000	+ 79,474,000	+ 76,490,000	+ 77,741,000
		Title 1	- 50,863,000	- 50,692,000	- 52,130,000	- 53,258,000
		Title 2	- 9,017,000	- 10,009,000	- 10,574,000	- 11,280,000
		title 3 NAA/QE	- 15,455,000	- 14,946,000	- 14,787,000	- 14,818,000
		Title 3	- 8,587,000	- 9,026,000	- 7,967,000	- 7,213,000
		Title 4	- 5,000,000	p.m.	p.m.	p.m.
	Total		- 15,224,000	- 5,199,000	- 8,968,000	- 8,828,000
	Organisation Approvals	Revenue	+ 35,078,000	+ 46,033,000	+ 45,151,000	+ 46,952,000
		Title 1	- 18,822,000	- 18,999,000	- 19,352,000	- 19,628,000
		Title 2	- 3,443,000	- 3,968,000	- 4,123,000	- 4,354,000
		title 3 NAA/QE	- 13,338,000	- 13,193,000	- 13,068,000	- 13,021,000
		Title 3	- 4,014,000	- 5,051,000	- 3,994,000	- 3,381,000
		Title 4	p.m.	p.m.	p.m.	p.m.
	Total		- 4,539,000	+ 4,822,000	+ 4,614,000	+ 6,568,000
	Third Country Operators	Revenue	p.m.	+ 436,000	+ 439,000	+ 442,000
		Title 1	p.m.	- 372,000	- 375,000	- 378,000
		Title 2	p.m.	p.m.	p.m.	p.m.
		title 3 NAA/QE	p.m.	p.m.	p.m.	p.m.
		Title 3	p.m.	- 64,000	- 64,000	- 64,000
		Title 4	p.m.	p.m.	p.m.	p.m.
	Total		-	-	-	-
	Reserve funding (Projects)		+ 4,000,000	+ 4,863,000	+ 2,426,000	+ 1,211,000
	Reserve adj		+ 15,763,000	- 4,486,000	+ 1,928,000	+ 1,049,000
	Total F&C		-	-	-	-
Subsidy and other contributions		EU Subsidy	+ 37,643,000	+ 37,954,000	+ 38,713,000	+ 39,487,000
		third country contribution	+ 2,066,000	+ 2,303,000	+ 2,348,000	+ 2,395,000
		Other income	+ 1,182,000	+ 393,000	+ 979,000	+ 826,000
	Standardisation	Title 1	- 9,079,000	- 8,955,000	- 9,181,000	- 9,426,000
		Title 2	- 1,790,000	- 1,844,000	- 1,917,000	- 2,029,000
		Title 3	- 944,000	- 1,001,000	- 1,042,000	- 1,026,000
		Title 4	p.m.	p.m.	p.m.	p.m.
	Total		- 11,813,000	- 11,800,000	- 12,140,000	- 12,481,000
	EU Ramp Inspection	Title 1	- 818,000	- 390,000	- 403,000	- 408,000
		Title 2	- 112,000	- 105,000	- 111,000	- 119,000
		Title 3	- 54,000	- 33,000	- 35,000	- 35,000
		Title 4	p.m.	p.m.	p.m.	p.m.
	Total		- 984,000	- 528,000	- 549,000	- 562,000
	Rulemaking	Title 1	- 9,548,000	- 8,293,000	- 8,715,000	- 8,799,000
		Title 2	- 1,904,000	- 2,224,000	- 2,346,000	- 2,502,000
		Title 3	- 1,025,000	- 1,459,000	- 1,391,000	- 1,274,000
		Title 4	p.m.	p.m.	p.m.	p.m.
	Total		- 12,477,000	- 11,976,000	- 12,452,000	- 12,575,000
	Int'l Cooperation	Title 1	- 3,729,000	- 3,151,000	- 3,296,000	- 3,358,000
		Title 2	- 1,229,000	- 1,318,000	- 1,383,000	- 1,471,000
		Title 3	- 792,000	- 1,015,000	- 903,000	- 755,000
		Title 4	p.m.	p.m.	p.m.	p.m.
	Total		- 5,750,000	- 5,484,000	- 5,582,000	- 5,584,000
	Safety Intelligence & Performance	Title 1	- 5,171,000	- 5,952,000	- 6,135,000	- 6,186,000
		Title 2	- 1,005,000	- 1,166,000	- 1,229,000	- 1,311,000
		Title 3	- 886,000	- 1,123,000	- 1,135,000	- 1,127,000
		Title 4	- 450,000	p.m.	p.m.	p.m.
	Total		- 7,512,000	- 8,241,000	- 8,499,000	- 8,624,000
	Total Subsidy and other contr.		-	-	-	-
	Grand-Total		-	-	-	-



Establishment plan

Function group and grade	European Union Aviation Safety Agency (EASA)									
	Posts									
	2022		2021		2020		2019		2018	
	Establishment plan in Draft Budget 2020 Request		Establishment plan in Draft Budget 2020 Request		Establishment plan in Budget 2019 Request		Authorised under the Union budget		Actually filled as of 31/12/2018	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
AD 16										
AD 15		1		1		1		1		1
AD 14		25		25		25		29		5
AD 13		33		33		33		36		7
AD 12		57		57		66		68		22
AD 11		81		81		88		86		44
AD 10		103		103		110		108		70
AD 9		119		119		120		115		121
AD 8		81		81		78		78		137
AD 7		47		47		32		30		75
AD 6		15		15		11		11		42
AD 5		4		4		2		0		23
<i>AD total</i>		566		566		566		562		547
AST 11										
AST 10										
AST 9		1		1		1		1		
AST 8		4		4		3		4		
AST 7		13		13		11		12		2
AST 6		27		27		27		29		11
AST 5		30		30		30		30		36
AST 4		21		21		25		24		34
AST 3		14		14		15		16		21
AST 2		4		4		2		2		13
AST 1		0		0		0		-		1
<i>AST total</i>		114		114		114		118		118
AST/SC 6										
AST/SC 5										
AST/SC 4										
AST/SC 3										
AST/SC 2										
AST/SC 1										
<i>AST/SC total</i>										
Grand total		680		680		680		680		665
Total Staff	680		680		680		680		665	



IV.18 List of acronyms

Acronym	Explanation
ANS	Air Navigation Services
ATM	Air Traffic Management
BASA	Bilateral Aviation Safety Agreement
CA	Contract Agents
CAEP	Aviation Environmental Protection
CAW	Continuing Airworthiness
CoI	Conflict of Interest
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
DOA	Design Organisation Approval
EASA	European Union Aviation Safety Agency
EC	European Commission
ECQB	European Central Question Bank
EPAS	European Plan for Aviation Safety
EU	European Union
FDM	Flight Data Monitoring
ICAO	International Civil Aviation Organisation
IR	Implementing Rule
JCAB	Japan Civil Aviation Bureau
KPI	Key Performance Indicator
MB	Management Board
MS	Member State
NAA	National Aviation Authority
QE	Qualified Entity
RSOO	Regional Safety Oversight Organisation
SAFA	Safety Assessment of Foreign Aircraft
SARP	Standards and Recommended Practices
SES	Single European Sky
SESAR	Single European Sky ATM Research
SPD	Single Programming Document
TA	Temporary Agents
TCO	Third Country Operators
TIP	Technical Implementation Procedures
UAS	Unmanned Aircraft System
WA	Working Arrangement



IV. 19 Contingency Plan for No Deal Brexit

Since the SPD 2019-2021 was issued there have been significant changes in the political environment:

- The Withdrawal Agreement has been repeatedly rejected by the UK Parliament;
- The policy of the current UK Prime Minister, appears to be to withdraw from the EU on 31st January 2020 regardless of a deal or not;
- The EU has taken the firm position that the Withdrawal Agreement cannot be modified;
- The EU has put in place a series of readiness measures in the field of aviation safety.

In our assessment the risk that the UK withdraws from the EU without a deal and transition period has increased. We have therefore prepared an alternative resource plan for this eventuality.

Current status of the contingency measures

Measure	Status																
Initial organisation approvals issued under a streamlined procedure based on regulatory equivalence between EU27 and the UK until 29.10.2019.	<p>The vast majority of applications have been processed and the approvals are ready for dispatch on 01.11.2019. Those not yet completed are pending clarifications or payment from the applicant.</p> <p>The surveillance cycle for these approvals begins on 01.11.2019.</p> <p>Data correct as of 08.10.2019.</p> <table border="1"> <tr> <th>Organisation type</th><th>Ready for issue</th></tr> <tr> <td>CAO</td><td>263</td></tr> <tr> <td>POA</td><td>119</td></tr> <tr> <td>FSTD</td><td>135</td></tr> <tr> <td>ATO/AeMC</td><td>24</td></tr> <tr> <td>Operators</td><td>57</td></tr> <tr> <td>ATM/ANS</td><td>2</td></tr> <tr> <td></td><td>600</td></tr> </table>	Organisation type	Ready for issue	CAO	263	POA	119	FSTD	135	ATO/AeMC	24	Operators	57	ATM/ANS	2		600
Organisation type	Ready for issue																
CAO	263																
POA	119																
FSTD	135																
ATO/AeMC	24																
Operators	57																
ATM/ANS	2																
	600																
Pre-prepared plans for reassigning all tasks currently outsourced to CAA-UK to other national partner authorities or to qualified entities.	<p>Two alternative or complementary plans are under preparation:</p> <ol style="list-style-type: none"> 1. Reallocation of tasks currently outsourced to the UK to EASA staff, or to alternative authorities with EASA Partnership Agreements, or to qualified entities with an existing contract; 2. Bridging contract with the UK competent authority for tasks for which there is a compelling reason to allocate to the UK for a limited period of time. <p>Decision on preferred plan to be taken in October 2019.</p>																
Additional plans for outsourcing new tasks (third country)	We currently expect to oversee an additional 600+ UK organisations. The EASA resources required for this oversight																



approvals for UK organisations) to national partner authorities or to qualified entities.	are expected to be limited. It is estimated that these new tasks would initially generate around 20 MEUR annually in additional revenue from surveillance fees, and 5 MEUR annually in additional costs depending of the future relationship negotiations after withdrawal.
Design organisation approvals lapse and will not be reissued as UK becomes State of Design.	Approvals will lapse automatically upon expiry of the grace period stated in the European Commission's Notice to Stakeholders in the field of EU aviation safety rules published on 18.01.2019 and European Commission Communication (COM(2018) 890 final) implementing the Commission's Contingency Action Plan ("dual validity" of DOA and design certificates). The transition measures regulating the respective responsibilities of EASA and the UK CAA will need to be further discussed and implemented.
The handover of product design documentation and of ongoing certifications to CAA-UK.	<p>Current design certificates (TC, STC, ETSO, minor and major changes and repairs) issued by EASA for UK holders will be transferred to CAA UK.</p> <p>In addition, ongoing certifications of UK products are being completed as far as possible before 31.10.2019. The current status is around 280 open projects.</p>

These contingency measures would have to be invoked at short notice once the final outcome of the negotiations or ratification process is clear. For this reason the Management Board is asked to authorise the Executive Director to implement necessary related measures without prior approval and may be asked on short notice to approve significant changes to the work programme for 2019 as appropriate depending on the outcome of the Brexit negotiations.

