



Single Programming Document (SPD) **2021-2023**



EASA MB 2020-02
Cologne, 14-15 December 2020

WP11c:
EASA Single Programming Document (SPD) 2021-2023

Summary:

This document presents the Single Programming document (SPD) 2021-2023, including Work Programme, Budget and Establishment Plan 2021.

Actions to be taken:

The Management Board is invited to take note of the content of this document and adopt the SPD 2021-2023, comprising the 2021 Work Programme, Budget and Establishment Plan.

Table of Contents

Table of Contents	3
Foreword	4
List of Acronyms	5
Mission Statement	6
I General Context	7
1. EU Policy & Objectives	8
2. Key Drivers	9
3. Influencing & Disruptive Factors	14
II Multi-Annual Programming 2021-2023	16
1. Multi-Annual Objectives	16
2. Multi-Annual Work Programme	17
3. Financial and Human Resources – Outlook for 2021-2023	25
III Annual Work Programme 2021	29
1. Executive Summary	29
2. Activities	30
IV Annexes	74
I. Organisation Chart	74
II. Resource Allocation per Activity	75
III. Financial Resources	76
IV. Human Resources Quantitative	82
V. Human Resources Qualitative	87
VI. Environment Management	91
VII. Building Policy	92
VIII. Privileges and Immunities	93
IX. Evaluations	94
X. Strategy for the Organisational Management and Internal Control Systems	95
XI. Plan for Grant, Contribution or Service-Level-Agreements	96
XII. Strategy for Cooperation with Third Countries and/or International Organisations	103
XIII. Risk Register 2021	105
XIV. Procurement Plan 2021	135
XV. Agency KPI Dashboard	137
XVI. Summary Tables Budget 2021	149

Foreword

Safety is our core business. Over the years, the mandate of the European Union Aviation Safety Agency has evolved to meet the changing needs of the aviation sector. In particular, the Agency has grown its capacity and processes in **safety risk management** to effectively identify, assess and mitigate risks, with the support of intelligent safety data analysis.

The COVID-19 health pandemic shook the world and created an unprecedented crisis for aviation. At the time of writing, the duration of the crisis and the outlook for the future is uncertain. In early 2020, as COVID-19 first started to spread, we immediately mobilised our resources and re-focused priorities to actively support the industry and address new and/or increased safety threats. This work continues.

The COVID-19 crisis has further emphasised the need to ensure **agility and resilience** in the EASA system. This is key to being able to meet the current and **changing risk landscape**, including risks related to security and health threats, whilst ensuring the highest safety levels.

A prime driver for EASA in the coming years will be to ensure that the European aviation industry does not only survive the crisis, but emerges from it **stronger, greener and better prepared for the future**. Through key programmes and activities on environmental sustainability, innovation, drones, research, as well as international cooperation and the European Plan for Aviation Safety (EPAS) we aim to support the industry in regaining and maintaining its **competitiveness**.

In the current climate, it is more vital than ever that EASA ensures its own **sustainability**. This means continuing to deliver the volume and quality of services required by European citizens and the industry, while also preserving the agility to react quickly to external factors, the efficiency to drive the most cost-effective and financially viable organisation and the digital capability to accompany the trends of the market.

The aviation industry must be able to rely on EASA to maintain its high level of safety. The overriding principle, more than ever, in balancing activities and priorities is that the quality of our work must not be compromised. **“Approved by EASA” must remain a synonym for safety in aviation.**

Patrick Ky
Executive Director

List of Acronyms

Acronym	Explanation
ANS	Air Navigation Services
ATM	Air Traffic Management
BASA	Bilateral Aviation Safety Agreement
CA	Contract Agents
CAAC	Civil Aviation Administration of China
CAEP	Aviation Environmental Protection
CAW	Continuing Airworthiness
Col	Conflict of Interest
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
D[OA]	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
FAA	Federal Aviation Administration
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

Mission Statement

“Your safety is our mission”

Mission	Our mission is to provide safe air travel for EU citizens in Europe and worldwide.
Vision	Ever safer and greener civil aviation.
Objectives	<p>Ensure the highest common level of safety protection for EU citizens.</p> <p>Ensure the highest common level of environmental protection.</p> <p>Single regulatory and certification process among Member States.</p> <p>Facilitate the internal aviation single market & create a level playing field.</p> <p>Work with other international aviation organisations & regulators.</p>
Principal Tasks	<p>EASA is the European Union Agency for aviation safety. 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 National Aviation Authorities (NAA) as part of the EASA System. The main activities consist of the:</p> <ul style="list-style-type: none"> – Certification & approval of aviation products and organisations, in fields where EASA has exclusive competence (e.g. airworthiness). – Oversight and support to Member States in fields where EASA has shared competence (e.g. Air Operations, Air Traffic Management). – Drafting of regulatory material setting up common standards for aviation in Europe and monitoring the effective implementation of such standards in Member States. – Collection and analysis of safety intelligence and performance data to derive strategic action plans. – Promotion of the use of European and worldwide standards. – Cooperation with international actors in order to achieve the highest safety level for EU citizens globally (e.g. EU safety list, Third Country Operators authorisations).
Values	Recognition, Unity, Respect, Integrity, Transparency.
Legal Mandate	EASA is governed by Regulation (EU) No 2018/1139 (EASA BR) forming the centrepiece of the aviation safety system in the EU.

I General Context

The EASA Single Programming Document (SPD) for the period 2021-2023 aims to build on the work and progresses already made in delivering on EASA's core mission and its extended mandate, since the entry into force of EASA's revised Basic Regulation in late 2018.

As mentioned in the foreword, in order to address the changing environment anticipated as a result of the COVID-19 crisis, a comprehensive assessment of EASA's strategy was made for the period 2021-2023/24.

As a result to this strategy review and in consideration of the COVID-19 crisis, recovery should:

- be **"Safe"**;
- be **"Green"**;
- continue to provide a framework within which European industry can maintain its **competitiveness**, innovate safely, quickly and profit from new market opportunities;
- build **resilience and agility** into the EASA system ensuring its readiness for current and future challenges;
- address **EU and stakeholder priorities**;
- ensure EASA is able to deliver on its expanded remit whilst also unlocking **efficiencies, digitalising processes and reducing costs**.



Figure 1: EASA strategy 2021-2023/24

1. EU Policy & Objectives

As of 1st December 2019 President von der Leyen set the work of the European institutions around six **headline ambitions for Europe**¹:

- 1) **A European Green Deal:** Europe aims to be the first climate-neutral continent by becoming a modern, resource-efficient economy.
- 2) **A Europe fit for the digital age:** The EU's digital strategy will empower people with a new generation of technologies.
- 3) **An economy that works for people:** The EU must create a more attractive investment environment, and growth that creates quality jobs, especially for young people and small businesses.
- 4) **A stronger Europe in the world:** The EU will strengthen its voice in the world by championing multilateralism and a rules-based global order.
- 5) **Promoting our European way of life:** Europe must protect the rule of law if it is to stand up for justice and the EU's core values.
- 6) **A new push for European democracy:** We need to give Europeans a bigger say and protect our democracy from external interference such as disinformation and online hate messages.

One key reference for the Agency is the **EU Industrial Strategy**² issued by the European Commission in 2020.

The twin Green and Digital Transitions are important drivers for the EU aviation industry, which has a global competitive advantage in innovative products and services, such as clean technology solutions, robotics and advanced materials. The Agency as a regulator has a central role to play in setting safety standards that enable these development lines and further these goals. This includes taking into account the specific needs of the many Small and Medium sized Enterprises (SMEs) active in the field of aviation across Europe.

As the hub of the European aviation safety system, the Agency strives to make sure that the certification and standardisation procedures facilitate the single market. The Agency's international activities, and active participation in ICAO development groups and standardisation bodies, also support the competitiveness of European industry worldwide.

¹ https://ec.europa.eu/commission/commissioners/2019-2024/president_en

² https://ec.europa.eu/growth/industry/policy_en

2. Key Drivers

The four key drivers are Safety, Sustainability, Competitiveness and Resilience. These key drivers provide strategic guidance to EASA's activities, which are enabled by the activities of the Agency. The following are highlighted as key enablers of the above:

European Plan for Aviation Safety (EPAS)

EPAS constitutes the regional aviation safety plan (RSAP) for EASA Member States (MS), developed by EASA in close consultation with the EASA MS and industry. The main objective of EPAS is to further improve aviation safety and environmental protection throughout Europe, while ensuring a level playing field, as well as fostering efficiency/proportionality in regulatory processes. Now in its 10th edition, it sets out the strategic priorities, strategic enablers and main risks affecting the European aviation system and the necessary actions to mitigate those risks and to further improve aviation safety.

As a result, EPAS is a key component of the safety management system (SMS) at the European level, which is described in the European Aviation Safety Programme (EASP) managed by the EC. The regional approach complements national approaches offering a more efficient means of discharging State obligations for safety management in the EU's aviation system.

While this anniversary publication materialises the continued maturation of the European safety management system, it is significantly shaped by the COVID-19 pandemic, whereby all aviation stakeholders have experienced significant strain in coping with the multiple implications of this unprecedented crisis.



Rulemaking (RMT)

Safety Promotion (SPT)

SSP implementation (MST)

Research (RES)

Evaluation (EVT)

In spring 2020, the Agency initiated a dedicated project and taskforce with MS and industry representatives in order to alleviate the effects of and assess new or emerging safety issues resulting from the COVID-19 crisis, with a view to support a safe return to operations (RNO project). This led to the identification of many different safety issues across a wide range of operational activities, with a significant safety management and human factor component. The resulting COVID-19 risk portfolio³ is being closely monitored by the Agency and will become an integral part of the European Safety Risk Management process, feeding future EPAS editions.

As part of the Agency's efforts to support stakeholders, a simplified consultation mechanism focusing on adjusted rulemaking priorities was applied for the development of EPAS 2021-2025 and it was agreed to initiate the required review of EPAS' strategic priorities & enablers for a significantly different aviation industry early 2021, when the contours of the post-crisis aviation system will have become clearer.

Further information can be found on EASA's website under: <https://www.easa.europa.eu/domains/safety-management/european-plan-aviation-safety>

³ https://www.easa.europa.eu/sites/default/files/dfu/review_of_aviation_safety_issues_from_covid-19_final_0.pdf

EASA Sustainable Aviation Programme

Environmental protection and the sustainability of the aviation sector has been growing in importance over the years and is a key priority for citizens, policy makers and the industry.





EASA has an explicit mandate to protect the environment, climate and human health. In 2019, as a follow-up to the initial 2017 Environmental Strategy, the Agency stepped up its actions towards a cleaner, quieter and more sustainable aviation system by broadening the scope and ambitions of the strategy.






In 2020 EASA launched the **EASA Sustainable Aviation Programme (2020-2024)** with the following main objectives:

- A. Facilitate the **decarbonisation** of the aviation system through Agency initiatives.
- B. Act towards **sustainable aviation** through **environmental certification and standards**.
- C. Act towards **sustainable aviation** through effective **transversal actions**.
- D. Act towards **sustainable aviation** through a **Flight Standards Environmental Action Package**.

Some key initiatives and developments spearheaded under the programme are:

	Reduction of aircraft emissions through facilitating and monitoring the use of Sustainable Aviation Fuels (SAF) within Europe.
	Promoting low-emission solutions through facilitating the introduction of electric and hybrid aviation , such as the recently certified first fully electric general aviation aircraft type.
	<p>Reduction of aviation's environmental footprint through development of an Environment Label ("EcoLabel") for aviation, by providing harmonised, reliable and easily understandable information for more sustainable choices, co-ordinated with EASA Member States. It should allow rewarding those air transport operators making efforts to reduce their environmental footprint and help increase the effectiveness of other measures like the ReFuelEU initiative, zero pollution and the Environmental Noise Directive.</p> <p>This initiative benefits from close cooperation with the EC (DG MOVE, DG ENV and DG CLIMA) with a view to integrating it within DG ENV's Green Claim initiative, the framework for all label activities carried out by the Commission services and the EU agencies.</p>
	Aiming for zero emissions aviation the Agency is engaging with MS to conclude dedicated partnership agreements, such as the partnership agreement task force with Norway which was successfully initiated in February 2020.

	Development and oversight of environmental standards to ensure that state-of-the-art noise and emission reduction technologies are integrated into aircraft and engine designs. EASA then ensures that aircraft and engines comply with these standards through its certification processes.
	Promote and advance research and international cooperation initiatives such as the recently completed study on impact of aviation non-CO ₂ emissions on climate change for the Commission or Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).
	Reducing aviation's environmental footprint through actions related to operational measures (such as new operational fuel management procedures) and circular economy.

An overarching aim of the programme is to ensure access to objective and transparent information to inform and empower decision-making. A key element to this is the **European Aviation Environmental Report** that is published on a triennial basis, the next publication is foreseen for 2022.

Further information on the key initiatives and developments covered by EASA Sustainable Aviation Programme and the latest environmental reports published can be found on EASA's website under: <https://www.easa.europa.eu/domains/environment>

Competitiveness & Relationships with Key Partners

A level playing field

By acting at EU level, the Agency ensures a single set and high standard of rules across Europe. This provides European industry with simplicity, certainty and interoperability, for example in the training or hiring of personnel across the region. In turn these benefits are passed onto passengers through safer and greener travel, lower prices and improved connectivity.

A single regulatory and certification process among Member States also enables efficient oversight, an improved ability to pool resources and information, and a greater capacity to address cross-border challenges through the European Plan for Aviation Safety (EPAS) and other actions.

A partnership-based approach

The Agency's actions directly affect its Member States and industry. In order to ensure its actions are effective, sound and proportionate, EASA developed a structured approach to consult its key partners, using Member State and Industry advisory bodies, and working closely with specific organisations such as the European Defence Agency, Eurocontrol and European Commission.

To enhance the performance and resilience of the European system, partnership agreements have also been put in place with national aviation authorities. This allows the Agency to strategically reallocate tasks to Member States when competences are available. Partnership agreements are also put in place to implement innovative oversight models for pan-European operations following a transfer of responsibilities from Member States to EASA (Art 65 of the Reg. 2018/1139).

International influence

Supporting Member States in their international obligations and coordinating positions at EU level helps the Agency amplify the European position within ICAO and other bodies in an effective manner to ensure that European interests are met.

EASA also works together with international partners such as CAAC (Civil Aviation Administration of China) and the FAA (Federal Aviation Administration) to implement working procedures that strengthen the relationships between authorities and bring stability, certainty and a level-playing field for European industry.

The Agency also facilitates market access for EU industry in third countries through its technical cooperation projects. These focus on removing regulatory barriers, improving safety and environmental protection and addressing bottlenecks within regulatory oversight and Air Traffic Management. Moreover, these projects contribute to key initiatives as part of the EU outreach (e.g. in Asia, Africa, Latin-America, Caribbean and even to the EU enlargement), and of the EU aviation agenda such as assistance in the implementation of the ASEAN Single Aviation Market (ASAM) through the ARISE+ project, the Single African Aviation Transport Market Africa (SAATM) through the SAATM project, and the implementation of ICAO's Carbon Off-setting and Reduction Scheme in International Aviation (CORSIA) through dedicated projects in South-East Asia, Africa and the Caribbean.

Further information on EASA's International Cooperation Activities and Strategy can be found in Part III-Section 2.6 International Cooperation and Part IV - Annex XII.

Sustainability, Research and Innovation

The Agency is working to effectively support the European Union Green Deal and therefore the competitiveness of EU industry by implementing over the period 2020-2024 the EASA Sustainable Aviation Programme (see above). In parallel EASA manages and participates in a growing number of research and innovation projects to continuously improve aviation safety, security, health, and environmental protection. These projects help support aviation's evolution, drive Agency decision making, remove possible bottlenecks and enable innovation within aviation in the face of current and new challenges.

Air Traffic Management & SESAR

In the domain of Air Traffic Management (ATM) the Agency launched in 2020 the ATM/ANS Coordination Programme (ATC) to ensuring consistent and coordinated actions with respect to ATM/ANS aiming at improving the overall performance of the European ATM system and supporting the digital transformation of the European sky.

EASA plays a key role in supporting the Single European Sky ATM Research (SESAR) initiative through the whole SESAR innovation cycle by assessing proposed systems and overseeing deployed SESAR solutions aiming at enabling the Wise Person Group recommendations for a future architecture of the European airspace.





Efficiency & Digitalisation: Future-proofing the Agency



Several external factors have led the Agency to initiate a corporate transformation programme:

- Deep changes in the aviation sector driven by the benefits of digitalisation and the increasing availability of huge data sets;
- Constraints on aviation linked to the pressure to improve environmental performance and the tightening of financial conditions;
- The need to support the European system worldwide by demonstrating leadership in pioneering standards.

The transformation (Destination: Future-Proof) programme addresses the following key drivers:

	<p>Resilience: The impact of the COVID-19 crisis on the industry has reinforced and accelerated the need for EASA to act on the original driving factors. In addition to the range of measures being put in place to support the immediate recovery of industry and Member States directly, the Agency intends to extend the review of its own working practices, including remote working capabilities, to reduce any indirect barriers to recovery.</p>
	<p>Financial Sustainability: The transformation programme supports the commitment made to industry during the 2019 revision of the fees & charges regulation to moderate its cost growth. It aims to create the conditions for the Agency to cope with the planned reduction in resources due to natural attrition by simplifying or modernising its working practices, and digitalising or automating its processes as appropriate.</p>
	<p>Digital, Effective & Efficient: This investment in large scale change is seen as an opportunity to involve a wide cross-section of the Agency staff in cutting red tape. The principal aim is to remove all activities that do not add value and re-orientate internal working practices towards the actual needs of the stakeholder. In doing so the Agency will consolidate its data and be able to limit additional requests to information that has not yet been provided. Consolidated data and new digital platforms will also create opportunities for greater productivity at marginal additional cost. These platforms will adopt existing standards wherever possible to enable interoperability with stakeholder systems in the longer term.</p>
	<p>Competitiveness - Cost Savings/Productivity Gains: Overall the programme aims to increase productivity by <u>at least</u> 8%, improve the quality of Agency procedures, shorten lead times and strengthen the engagement between the agency and its stakeholders. (For further details see section IV.8 <i>Strategy for achieving efficiency gains and synergies</i>).</p>

Complementing the investments already made under the CORAL programme (Phase I and Phase II+) the first priority for 2021 is to simplify, harmonise and digitalise certification and oversight processes. Work began already in 2020 and is expected to be finished in the first half of 2022 at the latest. By prioritising certification management systems the agency aims immediately to reduce its burden on the aviation industry.

3. Influencing & Disruptive Factors

EASA has to ensure sufficient agility in its processes and organisation in order to mobilise its workforce and react effectively to external factors such as political, social, economic, safety or security incidents etc.

COVID-19

The COVID-19 pandemic is impacting the aviation sector on an unprecedented level. After a dramatic drop in traffic during the months of April and May (90% reduction compared to 2019), European traffic recovered slightly and is expected to reach 50% by the end of 2020. Intercontinental traffic volumes remain significantly lower, heavily impacted by the varying national travel restrictions. While airlines and their personnel are the ones impacted in the first line and the most severely, the entire sector will be affected, ranging from the manufacturing industry, air navigation service providers, airports, ground handling providers, training industry and general aviation. Conversely, the recovery of the airline industry will lead the recovery of the entire sector.

The mid-long term impact of the crisis is not yet fully known, creating many variables and uncertainties for the sector and subsequently for EASA. A recovery to 2019 levels is not expected before 2023-2024. COVID-19 is not only a disruptive factor on the Agency's strategy for the coming years but a defining one, requiring the Agency refocus its operations to actively support the recovery of the industry, invest more in key priorities such as sustainability and enable a more efficient and resilient system adequately prepared for the future.

The Agency's response will focus on the following areas:

- 1) Assist the European industry in overcoming the crisis, by providing the necessary **regulatory flexibility**;
- 2) Continuous monitoring the safety performance and ensuring that **emerging threats are identified and mitigated**;
- 3) Develop, in coordination with other relevant EU institutions, aviation specific measures that will ensure the **health safety of the passengers** and front line personnel and support their **harmonised implementation at EU level**;
- 4) Work with the international partners in devising and implementing adequate measures aim at **containing the COVID-19 induced risks and support a globally coordinated approach**;
- 5) Contribute to the development of robust measures that will enhance the **resilience of the European aviation sector in front of biological threats**;
- 6) **Adjust its priorities and working methods to the new realities and emerging challenges**. For example, rulemaking activities should prioritise those tasks that will offer flexibility and will allow for the faster deployment of innovative, digital or environmental friendly technologies.

To coordinate these activities the RNO Project (Return to Normal Operations) was initiated in 2020, more details on the project can be found in Part III, Section 2.12.

UK Withdrawal from the EU ("BREXIT")

The Agency has prepared itself for the UK leaving the transition period at the end of 2020 regardless of the outcome of the negotiations on a trade agreement with the EU.

It has already prepared third country approvals for those 600+ UK organisations that have applied under the streamlined approval process. The oversight of these organisations will be a challenge for the Agency in any of the scenarios, particularly in the context of financial constraints triggered by the COVID-19 pandemic.

In the event that the EU and the UK were to conclude a trade agreement, a BASA on aviation safety is likely to come into effect covering acceptance and validation criteria in the domains of design and production. This will govern the continuing relationship between EASA and the CAA-UK.

Were the UK to leave the transition period without a trade agreement however, then a BASA is unlikely to be concluded. This would render existing EASA approvals for UK products invalid. The Agency and the Commission are exploring mitigating measures for this eventuality.

II Multi-Annual Programming 2021-2023

1. Multi-Annual Objectives

This multi-annual programme sustains the effective delivery of the Agency's mandate and safeguards European safety and oversight standards.

At the same time, the Agency's medium-term strategy addresses the key priorities of the EU industrial strategy as well as the considerable challenges and constraints facing the aviation sector, EU citizens and Agency stakeholders for the coming years.

The four key drivers are Safety, Sustainability, Competitiveness and Resilience (See Figure 1: EASA Strategy 2021-2023/24), which have been translated into the following **strategic objectives** representing high level goals for the Agency:







#1		SAFETY & RESILIENCE	EASA ensures European safety and oversight standards effectively mitigate safety risks pertaining also to security and health threats
#2		SUSTAINABILITY	EASA develops the standards and practices necessary for aviation to reduce its environmental impact
#3		COMPETITIVENESS	EASA uses its international presence to promote European standards and support industry competitiveness worldwide
#4		COMPETITIVENESS & RESILIENCE	EASA creates favourable conditions for industry, through its rules, policies and research, to innovate safely and profit from new market opportunities
#5		RESILIENCE	EASA is agile, efficient and ready to face current and future challenges

Figure 2: EASA Strategic Objectives 2021-2023/24

The Agency endeavours to meet these strategic objectives through its key processes/activities complemented by the establishment and implementation of dedicated programmes/projects as mapped in the following section, II.2. Multi-Annual Work Programme.

The strategic objectives will be monitored through annual targets/outputs as outlined in Part III - Annual Work Programme, as well as key performance indicators (KPIs) that monitor the recurrent activities of the Agency and constitute the 'Operational Dashboard' (See Part IV – Annex XV).

2. Multi-Annual Work Programme

#1		SAFETY & RESILIENCE	EASA ensures European safety and oversight standards effectively mitigate safety risks pertaining also to security and health threats
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Main Drivers:

Process/Programme	Activity	Process/Programme Objective	Duration	SPD Ref./Link
2.1. Product Certification	Initial Airworthiness, Environmental Certification and Operational Suitability	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	III.2.1
	Continuing Airworthiness and Operational Suitability	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	III.2.1
	Certification Related Services	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	III.2.1
2.2. Organisation Approvals	Design Organisation Approvals (DOA)	Conduct a risk based oversight approach for the design organisation and implement Level of Involvement.	2004-Open End	III.2.2
	Other Organisation Approvals (OA)	Conduct a risk-based oversight and continuous monitoring approach for organisation approvals.	2004-Open End	III.2.2
2.3. Third Country Operators	Third Country Operators Organisations	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	III.2.3
2.4. Standardisation	Standardisation: Monitor application of regulations and implementing rules	Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities. Assure uniform implementation of the rules in all domains.	2004-Open End	III.2.4

Process/Programme	Activity	Process/Programme Objective	Duration	SPD Ref./Link
	Implementation Support	The Agency will develop a process for providing support to EASA Member States in the implementation of European aviation safety Regulations	2019-Open End	III.2.4
2.5. EU Ramp Inspection Programme	Safety Assessment of Foreign Aircraft (SAFA) Coordination	Consolidate the EU ramp inspections programme for inspections on aircraft used by Third Country Operators (i.e. Safety Assessment of Foreign Aircraft inspections) or on aircraft used by operators under the regulatory oversight of another EU Member State (i.e. Safety Assessment of Community Aircraft inspections) as the leading programme in the world, through continuous improvement of the programme and steady expansion of its membership.	2007-Open End	III.2.5
2.8. Safety Intelligence & Performance	Safety Intelligence & Performance	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	III.2.8
	Cybersecurity in Aviation and Emerging Risks	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	III.2.8
2.12. Strategic Projects & Programmes	Return to Normal Operations Project (RNO)	Support the recovery of the aviation industry from the COVID-19 crisis. Ensure that EASA priorities, processes and working methods evolve so to remain fit for purpose for the recovery phase.	2020-2021	III.2.12
	ATM/ANS Coordination Programme (ATC)	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	III.2.12
	State and Military Aviation Programme	Maintain the necessary contacts with European Military Aviation Authorities and the European Defence Agency as appropriate for the discharge of the Agency's tasks, in accordance with Regulation (EU) 2018/1139, all conducive to improve flight safety in Europe.	2020-Open End	III.2.12

Contributors:

- 2.7. Rulemaking - Rules Development and Better Regulation (III.2.7)
- 2.12. Strategic Projects & Programmes – Drones Programme (III.2.12)


#2		SUSTAINABILITY	EASA develops the standards and practices necessary for aviation to reduce its environmental impact
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Main Drivers:

Process/Programme	Activity	Process/Programme Objective	Duration	SPD Ref./Link
2.12. Strategic Projects & Programmes	Sustainable Aviation Programme	A. Facilitate the decarbonisation of the aviation system through Agency initiatives. B. Act towards sustainable aviation through environmental certification and standards. C. Act towards sustainable aviation through effective transversal actions. D. Act towards sustainable aviation through flight standards and ATM/ANS.	2020-2024	III.2.12

Contributors:

- 2.1. Product Certification (III.2.1).
- 2.6. International Cooperation (III.2.6).
- 2.7. Rulemaking - Rules Development and Better Regulation (III.2.7).
- 2.10. Corporate Processes - Strategy & Safety Planning (III.2.10).
- 2.12. Strategic Projects & Programmes – Drones Programme, ATC Programme & Research Strategy (III.2.12).


#3		COMPETITIVENESS	EASA uses its international presence to promote European standards and support industry competitiveness worldwide
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Main Drivers:

Process/Programme	Activity	Process/Programme Objective	Duration	SPD Ref./Link
2.4. Standardisation	Project: digital Licence for Aviation Pilot (dLAP)	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	III.2.4
2.6. International Cooperation	Bilateral Agreement and Working Arrangement	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	III.2.6
	ICAO cooperation	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	III.2.6
	Technical Support	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	III.2.6

Contributors:

- 2.1. Product Certification (III.2.1).
- 2.12. Strategic Projects & Programmes – Sustainable Aviation Programme (III.2.12).

#4		COMPETITIVENESS & RESILIENCE	EASA creates favourable conditions for industry, through its rules, policies and research, to innovate safely and profit from new market opportunities
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Main Drivers:

Process/Programme	Activity	Process/Programme Objective	Duration	SPD Ref./Link
2.7. Rulemaking	Rules Development and Better Regulation	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	III.2.7
2.8. Safety Intelligence & Performance	Safety Promotion	In partnership with other aviation authorities and the industry, improve aviation safety by raising awareness and changing behaviour.	2004-Open End	III.2.8
2.12. Strategic Projects & Programmes	Drones Programme	Establish harmonised rules for unmanned aircraft systems (UAS) operators and U-space service providers for equipment and performance of the UAS and for the services provided in the U-space in order to ensure the safety of operations in that airspace.	2016-2023	III.2.12
	Innovation & Future Developments Programme	Coordinate changes necessary to adapt the Agency activities and processes to innovation through Projects and Roadmaps. Create a dynamic of innovation in the Agency and foster the sharing of innovation knowledge and information through an Innovation Network. Support the Industry on innovation through Partnership Agreements.	2020-Open End	III.2.12
	European Big Data Programme – Data4Safety	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	III.2.12
	Research Strategy Programme	Consolidate and deliver a research strategy that supports the needs of the European Plan of Aviation Safety (EPAS) and wider aviation industry.	2004-Open End	III.2.12

Contributors:

- 2.1. Product Certification (III.2.1).

- 2.2. Organisation Approvals (III.2.2).
- 2.4. Standardisation – dLAP project (III.2.4).
- 2.6. International Cooperation (III.2.6).
- 2.8. Safety Intelligence & Performance (III.2.8).
- 2.10. Corporate Processes - Strategy & Safety Planning (III.2.10).
- 2.12. Strategic Projects & Programmes – Sustainable Aviation Programme, Return to Normal Operations (RNO) project, ATC Programme (III.2.12).

#5		RESILIENCE	EASA is agile, efficient and ready to face current and future challenges
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Main Drivers:

Process/Programme	Activity	Process/Programme Objective	Duration	SPD Ref./Link
2.12. Strategic Projects & Programmes	Destination: Future-Proof [Transformation Programme]	The Agency has simplified and digitalised its working methods, reorienting activities to support industry recovery, reducing costs to align with revenue, and increasing productivity to align with stable staffing.	2021-2023	III.2.12
2.10. Corporate Processes	Strategy & Safety Planning	Develop a European-wide safety management capability via the deployment of the European Plan for Aviation Safety (EPAS). Evolve the Agency's strategy and long-term priorities in line with anticipated safety risks and technological developments in industry.	2004-Open End	III.2.10
	Business Programming and Reporting	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	III.2.10
	Governance Activities	Ensure the entity is operating in compliance with necessary legal regulations, internal and external guidelines and policies, and addressing shareholder expectations.	2004-Open End	III.2.10
	Corporate Communication	Raise awareness of the Agency's activities with the public in general and the travelling public, while also continuing to serve industry and experts with the information they require and offer them enhanced ways to quickly find what they need.	2004-Open End	III.2.10
2.11. Transversal & Enabling Activities	Human Resources Management - Employee Services	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	III.2.11
	Human Resources Management – Learning & Development (L&D) Services	Reinforce holistic staff training system to maintain and develop critical competences anticipating business needs. Support the competence development of aviation experts in the EASA system and drive forward	2004-Open End	III.2.11

		decisions on the governance for external training collaboration and delivery in EASA.		
	Information Technology Services	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	III.2.11
	Corporate Services & Facility Management	Provide a safe and efficient work environment to EASA staff and visitors. Ensure events run smooth. Offer a fast, reliable business travel management service.	2004-Open End	III.2.11
	Finance Management	High budget implementation rate maintained and in line with sound financial management principles.	2004-Open End	III.2.11
2.9. Applicant Services	Applicant Relations	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery	2016-Open End	III.2.9
	National Aviation Authority (NAA) & Qualified Entity (QE) Outsourcing	Implement the outsourcing strategy 2017-2021 including the advancement of the new framework of partnership agreements.	2004-Open End	III.2.9
	Project: F&C Regulation Review	Review and amend charging scheme in cooperation with stakeholders to fund certification activities carried out under the Regulation (EU) 2018/1139.	2017-2021	III.2.9

Contributors:

In principal all activities (engaged also actively through the transformation programme for optimisation), but notably:

- 2.2. Organisation Approvals (III.2.2).
- 2.3. Third Country Operators (III.2.3).
- 2.4. Standardisation – Standardisation & Implementation Support (III.2.4).
- 2.12. Strategic Projects & Programmes – Return to Normal Operations (RNO) project (III.2.12)

3. Financial and Human Resources – Outlook for 2021-2023

3.1. Overview of the Past & Current Situation

Financial Resources

Revenue

The COVID-19 crisis had an immediate and significant impact on the aviation sector. The effects of this have been felt by the Agency in the changing number and type of applications being received from industry for certification and approval services as well as a deviation to the payment trends of customers.

The SPD from the previous planning period (2020-2022) forecasted Fees & Charges (“F&C”) revenue to be stable over the period of 2020-2022, arriving at 125M€ in 2020 and reflecting an increase compared to 2019 due to the application of the new F&C Regulation. In light of the COVID-19 crisis the planning assumptions on the evolution of the market have been adapted and forecasted F&C revenue (invoiced) in 2020 is now 107M€, however resulting potentially only in a (cash) income of 90M€ due to decreased level of incoming payments (1st amending budget 2020).

EASA’s Contribution from the EU is in alignment with the EC proposal for the 2021 Budget.

Expenditure

In order to manage the reduction in anticipated F&C Revenue and anticipated cash recovery trends the Agency launched a transversal cost saving exercise across all budget titles which generated saving measures of around 22M€.

The main areas where savings were introduced are Title 1 - HR Costs (interims, reclassification, recruitment etc.), Title 2 – Infrastructure (IT/ digitalisation costs) and Title 3 – Operational Expenditure (NAA outsourcing, travel and events (conferences, external meetings, etc.) and transformation/digitalisation investments).

As a result, several investments planned for 2020, in particular a number of digitalisation initiatives, were postponed to 2021 and the subsequent years (2022-2023/24).

Human Resources

Staff Population Evolution

In the SPD 2020-2022 the establishment plan was presumed to be stable through to 2023 with no change to the staff ceilings. In support of the above, in order to generate the necessary savings, the rate and volume of recruitments were significantly slowed, favouring internal mobility and temporary sharing of resources between units. As a result the staff population has decreased, compared to 2019 levels.

3.2. Outlook for 2021-2023

Overall the workload for the Agency is forecasted as stable in the period 2021-2023. Although F&C related workload is anticipated to decrease as a result of COVID-19 in certain domains, predominantly product certification, this is expected to be compensated by stable and/or increasing workload under other domains, in particular oversight and organisation approvals, as well as other key programmes/areas which have been prioritised as part of the re-focused strategy.

Nevertheless, the COVID-19 crisis continues to present many uncertainties for the aviation sector and represents a significant variable for EASA's planning for the coming years. EASA will have to stay vigilant of the diverging market trends and agile to react accordingly when, and to the levels, the market will recover.

Another variable to mitigate is the impact of BREXIT on the workload on the Agency. The number and type of applications from UK organisations, in particular in the case that a Bilateral Safety Agreement cannot be reached with the UK in sufficient time, or as a result of the political landscape, may represent a challenge to manage in terms of workload. The means to manage this additional workload, with the support of the National Aviation Authorities is currently and will be a priority for 2021.

In 2018, the Agency received significant new core tasks with the adoption of the EASA's Basic Regulation No 2018/1139. EASA continues to optimise the implementation of its expanded core activities. Key priorities such as supporting industry recovery from COVID-19, building resilience into the EASA system (transformation & digitalisation programme), sustainability and other strategic programmes have been specifically identified and will need to be assigned the required resources without increasing the overall costs of the Agency. The achievement of the activities described below is dependent on both the budget and the staffing plan, contained in the annexes of this document.

3.3. Resource Programming for 2021-2023

Financial Resources

Revenue

As mentioned above, the SPD from the previous planning period (2020-2022) forecasted the F&C revenue to be stable over the period of 2020-2022 in the region of 120-125M€. Due to the anticipated COVID-19 impact the current outlook for the period 2021-2023 forecasts F&C revenue at a lower volume to the previous planning of between 110M€ (in 2021) - 115M€ (by 2024).

EASA's Contribution from the EU is in alignment with the draft European Commission proposal for the 2021 Budget and for 2022-2024 took orientation from the European Commission proposal for the Multiannual Financial Framework.

Expenditure

In light of revised planning for F&C invoicing and potential constraints with regard cash recovery trends, the Agency plans to maintain a conservative expenditure planning and cost saving mentality for the duration of the planning horizon.

This is achieved primarily through a flattening of the HR costs (Title 1) from 2021 to 2024. In line with the staff regulations HR costs (Title 1) would normally be expected to increase in line with inflation and career progression, even in a stable workforce scenario. Therefore, EASA shall progressively downsize the staff population to contain the rate of growth of staff related costs and neutralise the increasing staff costs. Active measures to downsize the staff population will be applied, primarily through leveraging on leavers.

In order to achieve the essential efficiency and cost savings under the transformation programme, in particular to support the staff downsizing evolution, an increase in Title 2 - Infrastructure and Title 3 - Operational Expenditures is expected representing the investment in IT/digitalisation expenses and subsequent maintenance of digital processes.

Further savings on Title 3 - Operational Expenditure are derived mainly from NAA outsourcing, travel and events, which also represent a variable for in particular 2021 planning, whereby the costs are anticipated to move in parallel with F&C revenue forecasts and any COVID-19 related travel constraints and/or social distancing measures.

Human Resources

As mentioned above, the full impact of COVID-19 on the sector is not yet known, when and to what levels activities will recover is still to be seen. As a result, the market driven workload represents a significant variable for the Agency in terms of both revenue and workload. For this reason, the Agency has introduced a series of active measures to maintain a conservative planning until more clarity is available. Nevertheless, the Agency needs to retain the agility to react and ramp up activities as and when is required. Therefore, the Agency proposes to maintain a stable establishment through to 2023/24 with no change to the staff ceilings.

The demographic trend towards an ageing staff population means the Agency foresees an increasing number of retirements over the coming years. The selective external recruitment policy as in 2020 shall continue to be applied and even further, strictly limited. The decision on replacement of leavers shall be based on a thorough assessment at corporate level on the prioritisation of needs, favouring internal mobility and temporary sharing of resources between units.

It is expected that efficiency gains will enable the Agency to deliver the same level and quality of services with the decreasing 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 competency management and strategic workforce planning programme was outlined in 2020 and shall continue in 2021 onwards.

3.4. Strategy for Achieving Efficiency Gains

The Agency is now more than ever committed to reducing its costs and improving its efficiency. The transformation programme initiated in 2020, incorporating the ongoing digitalisation initiative ("CORAL") is expected to run until 2023 and achieve productivity gains of at least 8% compared to 2019.

Programme Approach:

- **Wave based:** Assess working practices in each department in turn ("waves") and eliminate activities that add little or no value. Simple steps will be automated, thereby quickly freeing resources for redeployment.
- **Invest in people:** Engage staff in cutting red tape now and in the future by coaching a core team in lean management and agile approaches. This team will then have the competences to lead change initiatives in the years to come.
- **Harmonise:** Eliminate duplicated or competing practices by harmonising suitable procedures at corporate level, thereby minimising inefficiency and miscommunication.
- **AGILE IT:** The agency digitalisation programme (CORAL) will continue to build on the agile governance structure already put in place, the review of IT infrastructure already completed and investments in several technology platforms to manage security, workflow, data & information, and data exchange. The agency will redesign its processes to capitalise on new digital standards and recast its legacy systems to reduce associated running costs.
- **Workforce Management:** Due to budget restrictions the Agency will adopt a more ambitious programme to reskill or reassign existing staff to priority activities in lieu of recruiting replacements. This will depend on creating a more reliable means to assess knowledge and skills, where the future gaps in workforce will be and the availability of key staff. The Agency will also adjust its outsourcing policy accordingly.

3.5. Negative Priorities/Decrease of Existing Tasks

As a result of the COVID-19 crisis, certain market driver activities will suffer in the short-term but are expected to recover in the next years. The uncertainty with regard the speed and level of recovery has forced the Agency to take active measures in its planning and priorities for the coming years. The workload allocation was carefully balanced against the available workforce and budgetary constraints, both in terms of reduced F&C revenue as well the conditions laid out by the Draft European Commission Proposal for the 2021 Budget and Multiannual Financial Framework.

The transformation programme will be the key tool to be able to release efficiencies and re-deploy staff in order to reduce the pressure on resources, generated by the emerging and new activities and priorities, and implement a sustainable means for the Agency to operate in the coming years.

Nevertheless, EASA will continue to prioritise its activities and resources as necessary to deliver on its core mandate and strategy, however it will remain a careful balancing act to ensure that expectations can be met.

III Annual Work Programme 2021

1. Executive Summary

The Annual Work programme is the last operational step to be followed in order to translate the strategy into concrete actions. Section 2 below describes per key process and area of operation, the activities, outputs and indicators on what the Agency aims to deliver in 2021, towards achieving its medium-term objectives.

The Agency's efforts in 2021 are particularly focused on:

- **Environment:** Implementation of the EASA Sustainable Aviation Programme and related environmental actions.
- **Destination: Future Proof - Streamline & Digitalise:** Optimise operational processes and implement efficiency gains to build resilience into the organisation.
- **RNO Project:** Support the return to normal operations (RNO) of the aviation system after the COVID-19 crisis.
- **Drones:** Implementation of EASA's drones programme and monitoring of the implementation of the first adopted regulation.
- **Innovation, Research & Future Developments:** Adapt initial airworthiness work procedures to facilitate innovation and new technologies.
- **ATM/ANS Coordination Programme (ATC):** Implementation of ATC programme to ensure consistent and coordinated actions with respect to ATM/ANS, SESAR and SES activities.
- **Transfer of Responsibilities:** Review and further adapt the Organisation Approvals processes to incorporate requests stemming from Art. 64 & 65 of Regulation (EU) 2018/1139.
- **International Cooperation:** Reinforce EASA's position on the international platform and pursue working arrangements or bilateral safety agreements (BASAs), such as implementation of EU-China, Japan and negotiating the UK BASA. Support EC in investment of EU funds for technical assistance projects.

2. Activities

In this chapter, each key process/area of operation is described with a focus on the activities to be conducted in 2021, associated with objectives, performance indicators and the forecasted resources / workload indicators.

The estimated resources and key workload indicators are described using the aggregated planned workload (FTE), in terms of total Core/Operational, and support (Govern & Enable), resources forecasted as needed to achieve the 2021 targets. The aggregated workload estimates per activity have been planned taking into account the external market trends (F&C revenue forecasting) and internal workload evolutions in line with re-focused priorities. Consolidated information on budget per activity, as well as human resources, can be found in *Part IV - Annex II – Resource Allocation per Activity*.

In case of major disruptive factors such as acute environmental and/or safety issues, e.g. accidents or serious incidents, the Agency may re-direct resources, potentially impacting the achievements of objectives and metrics described in this chapter.

Key Activities & Programmes	
Core & Operational	2.1. Product Certification
	2.2. Organisation Approvals
	2.3. Third Country Operators
	2.4. Standardisation
	2.5. EU Ramp Inspection Programme
	2.6. International Cooperation
	2.7. Rulemaking
	2.8. Safety Intelligence & Performance
	2.9. Applicant Services
Govern & Enable	2.10. Corporate Processes
	2.11. Transversal & Enabling Activities
Programmes	2.12. Strategic Projects & Programmes

2.1. Product Certification



2.1.1. Overview

EASA is responsible for the airworthiness and the environmental certification of aeronautical products and parts. This responsibility encompasses the initial type certification (IAW), including operational suitability data and a variety of related certification activities, such as supplemental type certifications, approval of changes to type certificate and of repair designs. All these activities are performed to maintain the highest level of safety and environmental compatibility.

Furthermore, it also covers activities to ensure the continuing airworthiness (CAW) of the certified products and parts 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, technical advice contracts upon request of either the industry, aviation authorities or other public institutions, as well as certification support for EU industry for validation of certificates outside the EU, including through the development and implementation of streamlined procedures with bilateral partners.

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

- **Returning EU Industry to normal operations after the COVID-19 crisis**, by approving design changes related to cabin conversions, medical evacuation and cargo, supporting Industry bio-secure research, publishing Safety Information Bulletins, guidance material, practical scenarios, changing Implementation Regulations, issuing exemptions for National Competent Authorities, updating Safety Directives and other new health related activities, while keeping safety as the first priority.
- Acting toward **sustainable aviation**, in particular when certifying electric/hybrid propulsion products, eVTOLs/drones and traditional products.
- Facilitating **innovation** by supporting the implementation of the Artificial Intelligence (AI) Roadmap, environmental research (Sustainable Aviation Fuels) and by facilitating new technological concepts.
- Implementing an action plan resulting from the **Boeing 737 Max** lessons learnt.
- Maintaining progress on key programmes and projects such as **Rotorcraft Safety, Military and General Aviation**.
- In the framework of the Agency-wide transformation programme actions to ensure the **continuous improvement and efficiency of the initial and continued airworthiness processes**.

In response to the COVID-19 crisis cross directorate evaluation boards and committees have been established. After consultation with Experts, PCM's and other staff members the Agency promptly published Safety Information Bulletins, guidance material and practical scenarios related to product and design Certification. Lessons learnt will be reflected in the different roadmaps (Rotorcraft Safety, Military, AI and General Aviation).

2.1.2. Objectives

Initial Airworthiness, Environmental Certification and Operational Suitability		
Objective	Maintain high level of safety and environmental compatibility, while aiming at high level services to	2004-Open End

	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).	
Targets / Outputs 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 framework of CT 2020 Roadmap (e.g. harmonisation of various phases in the Certification process & better workload management). 	<p>Expected Result: Achieved.</p> <ul style="list-style-type: none"> Critical elements of CT 2020 roadmap achieved, remaining elements integrated in the framework of the transformation (Destination: Future-Proof) programme.
Targets / Outputs 2021	<ul style="list-style-type: none"> Facilitate acceptance of application for innovative products by developing ad hoc materials, enabling definition of risk-based certification basis. Publication of the special conditions SC-Light UAS. Ensure successful implementation of AI Roadmap (Innovation Programme) Deliver contributions required to achieve 2021 military strategy targets (State & Military Aviation Programme). Process all applications for product certification in application of the new Level of Involvement (LOI) rules. eVTOL Standard Settings – progress on the regulatory framework for certification of eVTOL aircraft in Europe. Implement the objectives as defined by the GA Roadmap, most critically: <ul style="list-style-type: none"> Introduction of new safety technologies in General Aviation; Facilitate development of new business models; Coordinate the development of innovative technical solution; Extend the GA community platform to include the Safety Promotion Material. 	
Risks (See also Annex XIII)	– Erroneous issuance of a certificate/approval/authorisation, for which the Agency is competent.	
Strategic Objectives	#1 [Contributes to #2, #3 & #4]	
Principal Funding Source	F&C	

Continuing Airworthiness and Operational Suitability

Objective	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
Targets / Outputs 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. 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> Partially completed due to delays forecasted in the FCL rulemaking.
Targets / Outputs 2021	<ul style="list-style-type: none"> Implementation of the Rotorcraft Safety Roadmap recommendations within the related timelines. Implement the actions resulting from the B737 Max Lessons Learnt exercise to enhance the overall Certification process. Development of a new process to replace the Specific Airworthiness Specifications for the management of orphan aircraft. Provide technical inputs and contributions required to achieve the 2021 Return to Normal Operations Project targets (RNO Project). 	

Risks (See also Annex XIII)	– Unaddressed safety issues during the product life cycle of certification, validation, approval of flight condition.
Strategic Objectives	#1 [Contributes to #3 & #4]
Principal Funding Source	F&C

Certification Related Services

Objective	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
Targets / Outputs 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. 	Expected Result: Achieved. <ul style="list-style-type: none"> EU-China & Japan BASAs published. Training provided and implementation started. Continuous support provided to EU Industry despite COVID-19 crisis, business continuity was ensured by fostering remote working methods.
Targets / Outputs 2021	<ul style="list-style-type: none"> Continuous support to the validation of European products to third countries including by implementing the TIP with China and Japan. 	
Risks (See also Annex XIII)	– Timely response to support request.	
Strategic Objectives	#1 [Contributes to #3 & #4]	
Principal Funding Source	F&C	

2.1.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Initial Airworthiness (IAW) performance rate	88%	89%	95-105%	109%	95-105%
Airworthiness Directives deficiency rate	4%	4.3%	≤5%	4%	≤5%
Continuing Airworthiness (CAW) predictability time	110%	95%	≥90%	102%	≥90%
Occurrences backlog monitoring rate	110%	77%	90-110%	92%	90-110%
Technical acceptance of occurrences timeliness	10 days	13 days	≤10 days	6 days	≤10 days
Timeliness of certification support for validation of products	64%	67%	≥71%	N/A	≥71%

2.1.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs)	347	340
SUPPORT: Of which allocated Human Resources (FTEs)	104	118



2.2. Organisation Approvals

2.2.1. Overview

Within the territory of the Member States, EASA is responsible for all design as well as certain other organisation approvals. The Organisation Approvals activities also include the approval and oversight of pan-European Air Navigation Service providers and the Network Manager⁴. 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 design, production, maintenance, continued airworthiness management, maintenance staff training and flight crew training organisations as well as ATM/ANS providers and Air Traffic Controller training organisations.

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

- Supporting Third Country approvals with relevance to the European aviation system.
- Addressing requests under Articles 64 and 65 of **Regulation (EU) 2018/1139**.
- 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 Transformation (Destination: Future-Proof) Programme and CORAL (Digitalisation) Roadmap, including further implementation of the risk-based oversight (RBO) system.

2.2.2. Objectives

Design Organisation Approvals (DOA)		
Objective	Conduct a risk based oversight approach for the design organisation and implement Level of Involvement.	2004-Open End
Targets / Outputs 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. 	Expected Result: Achieved.
Targets / Outputs 2021	<ul style="list-style-type: none"> • In light of the COVID-19 crisis, adapt the approach and introduce a sustainable system of oversight of design organisations to address the current and evolving environment whilst maintaining the high level of safety and ensuring compliance. 	
Risks (See also Annex XIII)	– Ineffective oversight of the Design Organisation Approvals activities.	
Strategic Objectives	#1 [Contributes to #5 & #4]	
Principal Funding Source	F&C	

⁴ Before 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.

Other Organisation Approvals (OA)		
Objective	Conduct a risk-based oversight and continuous monitoring approach for organisation approvals.	2004-Open End
Targets / Outputs 2020	<ul style="list-style-type: none"> Implementation of the provisions introduced through new bilateral agreements (i.e. China and Japan) or new annexes to existing BASAs. Ensure smooth reallocation of responsibilities in accordance with Art. 64/65 of Reg (EU) 2018/1139. Further adapt the Organisation Approval processes and procedures in accordance with the CORAL Roadmap. 	Expected Result: Achieved. <ul style="list-style-type: none"> Japan & China Bilateral agreements signed and implemented. Signature of Annex 3 & 4 of US BASA still pending (expected Oct. 2020). Transfer of oversight of Wizzair AOC and CAMO to EASA.
Targets / Outputs 2021	<ul style="list-style-type: none"> The oversight plan for Organisation Approvals is to be aligned with the Return to Normal Operations (RNO Project) (post-COVID-19 situation) giving attention to Third Country organisations with risks for European aviation. Establish a post-BREXIT oversight regime for approvals located in the UK. Continue with the digitalisation of the Organisation Approval process through active contribution to the CORAL Programme. 	
Risks (See also Annex XIII)	<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 & prioritising risks in 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 SMS across differing safety cultures. Increasing complexity of the international approval system, due to fragmented State-to-State agreements and Working Arrangements. Impossibility / inability to conduct on-site audits, leading to more undiscovered and unresolved non-compliances. 	
Strategic Objectives	#1 [Contributes to #5 & #4]	
Principal Funding Source	F&C	

2.2.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Timely approval of Design Organisation (DOA) continuation	New KPI	97%	≥95%	On-Track	≥95%
Timely approval of Organisation continuation	93%	95.4%	≥90%	Below Target	≥50%*
On time closure of Organisation Approvals (OA) findings	91%	89.5%	≥80%	On-Track	≥70%*

*Due to the impact of COVID-19 on travel / logistical aspects for oversight of OA, and given the uncertainty on the increase in volume of UK applications due to BREXIT, the 2021 and 2022 targets are lowered to manage expectations accordingly.

2.2.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
Human Resources (FTEs)	140	152
Of which allocated Human Resources (FTEs)	50	56



2.3. Third Country Operators

2.3.1. Overview

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) as part of the regular update of the OPS regulation.

2.3.2. Objectives

Third-Country Operators Authorisation		
Objective	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
Targets / Outputs 2020	<ul style="list-style-type: none"> • The improved articulation between the TCO Authorisation System and the EU Air Safety List (ASL), 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. 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> ○ Improved articulation between TCO and ASL in place. ○ TCO Safety Focus Areas fully implemented for TCOs undergoing CMA or Initial Authorisation during Q1&Q2 2020. Further activities related to Safety Focus Areas on hold since Q3 due to COVID-19 in order to reduce pressure on the industry. A log has been put in place to resume activity as soon as situation allows.
Targets / Outputs 2021	<ul style="list-style-type: none"> • The 2020 TCO safety focus areas will be reactivated once the COVID-19 situation allows. A Recovery Plan will be developed to ensure that third-country operators having undergone the programme for Continuous Monitoring Activity (CMA) during the COVID-19 period will be subjected to these focus areas before their next CMA. • Handling approvals from BREXIT with a risk-based approach. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> – Failure to identify and react timely to ICAO non-compliant TCOs that operate in the EU. – Impossibility to conduct on-site inspections leading to undetected or unresolved non-compliances. 	
Strategic Objectives	#1 [Contributes to #5]	
Principal Funding Source	EU Contribution	

2.3.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Review authorised TCOs as planned	New KPI	99.5%	≥90%	100%	≥90%
Timely validation/completion of Third Country Operator applications	87.5%	80%	≥80%	100%	≥70%*
Timely closure of the TCO findings of authorised operators according to the agreed CAP implementation due date	New KPI	New KPI	≥80%	86%	≥80%

*BREXIT Factor: Given the uncertainty on the increase in volume of UK applications the 2021 target is lowered to manage expectations accordingly.

2.3.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs)	17	17
SUPPORT: Of which allocated Human Resources (FTEs)	5	5



2.4. Standardisation

2.4.1. Overview

The Agency's standardisation activities focus on the continuous monitoring of how Authorities apply the Basic Regulation and its Implementing Rules. The Agency's continuous monitoring activities (CMA) determine the prioritisation, planning and scope of inspections, based on a data-driven assessment of the Authorities' ability to discharge their safety oversight responsibilities.

Besides the traditional domains, EASA will focus on completing the first round of standardisation inspections in the Aerodromes and Systemic enablers for safety management (SYS) domains, extending the latter to the effective implementation of State Safety Programmes (SSP) and State Plans for Aviation Safety (SPAS), and start the standardisation of Drones. Furthermore, based on the experience developed in the context of the COVID-19 crisis, EASA will continue to conduct inspections remotely when deemed effective and efficient.

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

- The verification of obligations related to **State Safety Programme (SSP)** and **State Plan for Aviation Safety (SPAS)**, which will start towards the end of 2021, based on the concept developed on the basis of the Regulation (EU) 2018/1139 in 2020.
- The monitoring of the effective implementation of the **drones regulations** (Commission Delegated Regulation (EU) 2019/945 and Commission Implementing Regulation (EU) 2019/947).
- Refining and validating the principles, methodology and working methods to perform **remote standardisation inspections**, when considered effective and efficient, in combination with regular on-site inspections.
- 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.
- Defining an efficient approach to provide **implementation support** to Member States and authorities in need, as described in the Regulation (EU) 2018/1139, in order to address persistent difficulties identified during Standardisation activities and prevent possible difficulties linked to the implementation of new regulations.

Additionally, EASA will continue collaboration with **ICAO** to support the evolution of the Universal Safety Oversight Audit Programme evolution, with a view to gradually eliminate duplication of effort.

2.4.2. Objectives

Standardisation: monitor application of regulations and implementing rules		
Objective	Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities. Assure uniform implementation of the rules in all domains.	2004-Open End
Targets / Outputs 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 	Expected Result: Not Achieved. <ul style="list-style-type: none"> ○ Results on-track in Q1 2020. Due to the COVID-19 crisis, inspections were put on hold in

	<ul style="list-style-type: none"> 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 (SYS) domain at least once by the end of 2020. 	Q2 - Q3 as resources were redirected to relieve the pressure on NAAs. In Q3 - Q4, remote inspections were performed where possible.
Targets / Outputs 2021	<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 the Drones domain (implementation monitoring). Proportion of focused inspections to remain around 67% (2/3) for the established domains (Airworthiness, Operations, Aircrew, Air Traffic Management / Air Navigation Services). Proportion of remote inspections to reach at least 10% of the total number of inspections. All EASA Member States have been inspected in the Systemic enablers for safety management domain at least once by the end of 2021. One pilot SYS 2.0 inspection covering SSP implementation assessment to be performed by end 2021. 	
Risks (See also Annex XIII)	<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. Impossibility to conduct on-site inspections leading to undetected or unresolved non-compliances. 	
Strategic Objectives	#1 [Contributes to #5]	
Principal Funding Source	EU Contribution	

Implementation Support

Objective	The Agency will develop a process for providing support to EASA Member States in the implementation of European aviation safety Regulations	2019-Open End
Targets / Outputs 2020	<ul style="list-style-type: none"> Based on the experience gained in 2019, implement an Implementation Support process. 	Expected Result: Achieved.
Targets / Outputs 2021	<ul style="list-style-type: none"> Conduct one or several missions, on-site or remote, upon request of NAAs. Implementation support process established. 	
Risks (See also Annex XIII)	<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. 	
Strategic Objectives	#1 [Contributes to #5]	
Principal Funding Source	EU Contribution	

Project: digital Licence for Aviation Pilot (dLAP)

Objective	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
Targets / Outputs 2020	<ul style="list-style-type: none"> Identify appropriate implementation scheme, internally (CORAL) vs. externally (subcontracting) and 	Expected Result: Partially Achieved.

	define the resources and financial implications of each option. <ul style="list-style-type: none"> Initiate development of a dLAP App based on the requirements already developed in the Proof of Concept. 	<ul style="list-style-type: none"> The first target was completed in 2020. The second is ongoing and is expected to continue into 2021.
Targets / Outputs 2021	<ul style="list-style-type: none"> Initiate the development of a dLAP App based on the requirements already developed in the Proof of Concept. 14 Members States have committed to participate. 	
Risks (See also Annex XIII)	<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. Insufficient number of Member States committed to make the initiative viable. 	
Strategic Objectives	#3 [Contributes to #4]	
Principal Funding Source	EU Contribution + Potential EASA Member State Contribution (under discussion)	

2.4.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Efficient and robust Standardisation (yearly)	-24%	-17%	≤-5%	N/A	≤-5%
Control of overdue Standardisation findings	17%	17.1%	≤20%	41%	≤20%
Timely issuance of due Standardisation reports	89%	92.2%	≥90%	86%	≥90%

2.4.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs)	64	69
SUPPORT: Of which allocated Human Resources (FTEs)	15	17



2.5. EU Ramp Inspection Programme

2.5.1. Overview

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 world-wide expansion of the programme and its globalisation at **ICAO** level.
- Ensuring the system-wide **coordination of inspections for Member States**.
- 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**.

2.5.2. Objectives

Safety Assessment of Foreign Aircraft (SAFA) Coordination		
Objective	Consolidate the EU ramp inspections programme for inspections on aircraft used by Third Country Operators (i.e. Safety Assessment of Foreign Aircraft inspections) or on aircraft used by operators under the regulatory oversight of another EU Member State (i.e. Safety Assessment of Community Aircraft inspections) as the leading programme in the world, through continuous improvement of the programme and steady expansion of its membership.	2007-Open End
Targets / Outputs 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). 	2020 Expected Result: <ul style="list-style-type: none"> ○ 1 WA signed in 2020 ○ Other outputs were postponed due to COVID-19 to relieve the pressure on the industry.
Targets / Outputs 2021	<ul style="list-style-type: none"> • One new SAFA Working Arrangement signed. • Launch the project on the comprehensive review of the safety relevance of the ramp inspection items with participating states. • Implementation of Regulation (EU) 2018/1042 (alcohol testing of crews). 	
Risks (See also Annex XIII)	<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.
Strategic Objectives	#1
Principal Funding Source	EU Contribution

2.5.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Timely issuance of data analyses to Participating States	New KPI	New KPI	100% on time	N/A*	100% on time
<i>New KPI 2021+:</i> Timely issuance of the system wide coordination targets to the Member States –twice a year	N/A	N/A	N/A	N/A	100% on time

**Due to the COVID-19 crisis, which drastically reduced the number of RAMP inspections, the regular schedule of analyses could be maintained. An analysis was performed in September, which covered an 18 month period in order to provide a reasonable statistical relevance for analyses.*

2.5.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs)	5	5
SUPPORT: Of which allocated Human Resources (FTEs)	1	1

2.6. International Cooperation



2.6.1. Overview

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 authorities and regional safety oversight organisations.

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 own technical expertise, together with the strong partnership with Member States' National Aviation Authorities, is vital for the successful implementation of these projects. The Agency has positioned itself as 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 environmental protection, 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. In this endeavour, EASA seeks a close partnership with other ICAO Member States to facilitate the understanding of the European system and practices. As a Regional Safety Oversight Organisation (RSOO) itself, EASA aims also at assisting ICAO in the development of the RSOO concept, namely through the RSOO cooperative platform. Strengthening the role of RSOOs at ICAO level and demonstrating the benefit of RSOOs to ICAO Member States will contribute to improving safety oversight levels and managing oversight of a global industry. Further, EASA will continue to put a focus on 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.

During the course of 2020, the COVID-19 crisis severely impacted aviation, and the true extent of the impact is still not known. However, it is clear that cooperation with international partners will play a pivotal role in the return to normal operations and in the recovery of the aviation industry. Throughout 2020, the Agency was strongly committed to provide mature guidance, support and leadership to the industry, in cooperation with EU health authorities – also on an international level, for which the Agency has received much recognition.

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

- Implementation of newly signed BASAs with China and Japan;
- Establishment and implementation of BASA with the UK (subject to outcome of BREXIT negotiations);
- Development and implementation of new technical assistance projects and related field offices;

- Cooperation with partner states and ICAO to facilitate the return to normal operations for air operators during and after the COVID-19 crisis (RNO project);
- Reviewing working methods to take into account the impact of the COVID-19 crisis, especially by increasing the use of web-based solutions for the implementation of project activities (e.g. training, seminars and similar events).

2.6.2. Objectives

Bilateral Agreement and Working Arrangement		
Objective	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
Targets / Outputs 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. 	Expected Result: Achieved. <ul style="list-style-type: none"> ○ 6 new or amended WA signed.
Targets / Outputs 2021	<ul style="list-style-type: none"> • Support the implementation of the BASA's by implementing robust maintenance of confidence mechanisms and relevant update of implementation procedures, facilitating acceptance of products and oversight results while ensuring adequate safety levels. • Signature of at least 4 WA by Q4 2021. 	
Risks (See also Annex XIII)	<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. 	
Strategic Objectives	#3 [Contributes to #2 & #4]	
Principal Funding Source	EU Contribution	

Technical Support		
Objective	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
Targets / Outputs 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. 	Expected Result: Achieved. <ul style="list-style-type: none"> ○ 2 projects launched.
Targets / Outputs 2021	<ul style="list-style-type: none"> • Support the EC, in developing regional projects and successfully launch those projects commencing already in 2021. • Support beneficiaries in improving their achievements as reported in the ICAO USOAP performance dashboard. • Support the strengthening of RSOOs. • Support the implementation of environmental protection/CORSIA/eco label prioritising those States where the implementation impact on the worldwide environment will be the most significant. 	

Risks (See also Annex XIII)	– 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.
Strategic Objectives	#3 [Contributes to #2 & #4]
Principal Funding Source	EU Contribution + Earmarked funds from the EU

ICAO cooperation

Objective	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
Targets / Outputs 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. CORSIA5) 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. 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> ○ The network of experts consists of various groups (ESANCG, MAB, ENCMC) SARPS compliance information is provided but not yet through the Repository.
Targets / Outputs 2021	<ul style="list-style-type: none"> • Support the preparation and on-site coordination for the ICAO High Level Safety Conference. • Timely delivery of EFOD compliance checklists and State Letter recommendations. • Initiate discussions with ICAO ANB on better integration of EASA STD into USOAP. • Build and strengthen EASA's presence and visibility in the ATM, drone, security and public health. • Build a network with ICAO Regional Offices and key States so as to engage understanding of the EU system and policies and support at ICAO level. • Better synchronisation of EASA and ICAO rulemaking activities (SARPS) and their reflection in EPAS. 	
Risks (See also Annex XIII)	– European positions on aviation safety, air navigation, environment and security are not taken into account and reflected properly.	
Strategic Objectives	#3 [Contributes to #2 & #4]	
Principal Funding Source	EU Contribution	

⁵ Carbon Offsetting and Reduction Scheme for International Aviation

2.6.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Timely progression on Working Arrangements	On-Track	On-Track	≥80%	On-Track	≥80%
Timely progression on Bilateral Agreements	Below Target	On-Track	≥90%	On-Track	≥90%
Timely implementation of technical support to 3rd countries	94%	90.2%	≥80%	58%	≥80%
Quality of delivered projects based on stakeholder feedback	New KPI	6.56	≥ 5 on scale of up to 7	Delayed [COVID Impact]	≥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%	On-Track	≥90%
Timely delivery of compliance checklists for use by MS	Delayed	Delayed	Updated compliance checklists for 2 ICAO Annexes per year	On-Track	Updated compliance checklists for 2 ICAO Annexes per year

2.6.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs)	49	46
SUPPORT: Of which allocated Human Resources (FTEs)	9	10



2.7. Rulemaking

2.7.1. Overview

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, easily accessible; understandable by those who are affected, and backed by the views of stakeholders.

European Plan for Aviation Safety (EPAS): The EASA Rulemaking Programme forms an integral part of the EPAS. Rulemaking projects constitute the main type of EPAS actions (around 54 % of the programmed actions in EPAS 2021-2025), which are often preceded, accompanied or followed by Research projects, Safety Promotion or actions assigned to MS, to support the roll out and implementation of regulatory changes. For this year's EPAS planning cycle a simplified consultation mechanism, focusing on adjusted rulemaking priorities and calibrating the rulemaking output, to allow stakeholders to cope with and mitigate the effects of the COVID-19 crisis was implemented.

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

- Proposing provisions for the operation of **drones, electric and hybrid propulsion and Vertical Take-off and Landing (VTOL) vehicles**.
- Proposing 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 **Ground Handling** roadmap: 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 MS and stakeholders. It will resume the implementation of the resulting roadmap as of 2021.
- Creating proportionate **initial airworthiness rules for sports and recreational aircraft**, with the 'Part-21 Light' Opinion to be published soon (2021 Q1).
- Significantly improving rotorcraft safety.

2.7.2. Objectives

Rules Development and Better Regulation		
Objective	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
Targets / Outputs 2020	<ul style="list-style-type: none"> • All new rulemaking proposals included in European Plan for Aviation Safety (EPAS) are subject to a Best 	Expected Result: Partially Achieved.

	<p>Intervention Strategy report accepted by Advisory Bodies.</p> <ul style="list-style-type: none"> • Opinion on the management of information security risks. • Opinion on the introduction of safety management system requirements in design, production and maintenance organisations published. • Opinion on proportionate initial airworthiness rules for sports and recreational aircraft 'Part-21 light'. 	<ul style="list-style-type: none"> ○ Several actions intentionally delayed (COVID-19) to relieve pressure on industry and authorities, and allow redeployment of EASA resources to RNO project. Nevertheless, 2020 expects completion of key rulemaking projects and publication of important Opinions in strategic domains such as environmental protection (ICAO CAEP amendments), U-Space (Drones) and SMS (design, manufacture and maintenance).
Targets / Outputs 2021	<ul style="list-style-type: none"> • Opinion on 'Part 21 light' is published • Opinion on All Weather Operations is published. • Opinion with lighter FCL rules for General Aviation is published. • Opinion on the management of information security risks is published • Opinion updating SERA in regards to supersonic transport aircraft is published. • Opinion in tyre pressure monitoring (large aeroplanes) is published. • Opinion on HEMS performance and public interest sites is published. • Technical certification requirements for UAS certified category are published. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> – Shift in priorities due to COVID-19. – Insufficient support from or unavailability of 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/creating burden to Competent Authorities and Industry. – Inadequate implementation support for new rules / amended rules presenting significant change – Failure to identify the inadequacies and negative effects in the application of the rules. 	
Strategic Objectives	#4 [Contributes to #1 & #2]	
Principal Funding Source	EU Contribution	

2.7.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Timely Progress on Rulemaking Programme	1. Options & decisions together.	1. 100%	1. ≥80%.	1. On-Track	1. 80%
1. Opinions planned vs actuals.	2. 57%.	2. 81%	2. ≥80%	2. Below Target*	2. 80%
2. Decisions ⁶ planned vs actuals.	3. N/A	3. 59%	3. ≥80%	3. Below Target*	3. 80%
3. NPAs planned vs actuals.					
Rulemaking Process Efficiency	1. 3.1 years (avg.)	1. 3.5 years	1. ≤3.5 years	1. N/A	1. ≤3.5 years
1. Average time with standard procedure.	2. N/A	2. 1.7 years	2. ≤1.5 years	2. On-Track	2. ≤1.5 years
2. Average time with Art.15/16.	3. N/A	3. 1.9 years	3. N/A	3. On-Track	3. N/A
3. Average time at the EC.					
Best Intervention Strategy (BIS) Coverage	78%	100%	≥95%	On-Track	≥95%
Number of evaluations published yearly	New KPI	New KPI	1	On-Track	1

⁶ This includes Decisions stand alone and Decision CS. Decision pending IR are excluded.

Timely answer to exemption requests (as defined by regulation)	88%	83.6%	≥90%	91.7%	≥90%
<i>NEW KPI 2021+:</i> Yearly Rate of implementation of EPAS actions related to Agency's strategic priorities.	New KPI	New KPI	New KPI	N/A	>70%
<i>NEW KPI 2021+:</i> Number of comments received on the quality of published NPAs vs total number of comments.	New KPI	New KPI	New KPI	N/A	<25%

*COVID impact

2.7.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs)	76	75
SUPPORT: Of which allocated Human Resources (FTEs)	18	21



2.8. Safety Intelligence & Performance

2.8.1. Overview

EASA is tasked to manage the safety risk in aviation.

In essence, the main goal of Safety and Intelligence Performance is to identify the systemic safety risks of the European aviation system and recommend relevant mitigations. Understanding where the safety issues are enables and supports EASA's transition towards an efficient, pro-active and evidence-based safety system.

Safety Intelligence relies on the collection, processing and analysis of all relevant safety data. Relevant data are, amongst 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).

Across Safety Intelligence and Performance, the Agency's efforts are particularly focused on:

- **Safety Risk Management (SRM):** EASA's main aim is to strengthen its Safety Risk Management capacity by (i) investing in innovative technologies for data capture and analysis and (ii) ensuring safety intelligence feeds even more efficiently into the European Plan for Aviation Safety (EPAS). *See section 2.7 Rulemaking for more information.*
- **European Big Data Programme – Data4Safety (D4S):** The programme aims to provide a Big Data Platform and Analysis capability at European level, including the upgrade of the ECCAIRS platform that sustains the European Central Repository of Occurrences (Regulations (EU) No 376/2014). *See section 2.12 Strategic Programmes for more information.*
- **Safety Promotion Strategy:** Complements the Agency's 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.
- **Cybersecurity:** 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.
- **European Information Sharing and Cooperation Platform on Conflict Zones:** The primary objective of the Platform is to share information on threats to civil aviation arising from zones of conflict or armed insurgency so that the Member States and air operators can conduct their risk assessments in a timely manner and implement swiftly appropriate mitigation measure to ensure a safe flight. The Platform aim is also the support to the existing EU Conflict Zone Alerting System and particularly the Integrated EU Aviation Security Risk Assessment Group in order to improve the availability and swiftness of relevant information exchange.

2.8.2. Objectives

Safety Intelligence and Performance		
Objective	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
Targets / Outputs 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. 	Expected Result: Achieved. <ul style="list-style-type: none"> Safety Risk Review per domain included in the next EPAS 2021-2025.
Targets / Outputs 2021	<ul style="list-style-type: none"> Delivery of Risk Portfolios with a domain prioritisation of safety issues to be fed into the EPAS for supporting the programming exercise by domain safety priorities. 	
Risks (See also Annex XIII)	– Failure to identify or failure to respond to safety issues in a timely manner.	
Strategic Objectives	#1 [Contributes to #4]	
Principal Funding Source	EU Contribution	

Safety Promotion		
Objective	In partnership with other aviation authorities and the industry, improve aviation safety by raising awareness and changing behaviour.	2004-Open End
Targets / Outputs 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): <ol 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. 	Expected Result: Achieved. <ul style="list-style-type: none"> 100% completion of planned EPAS Safety Promotion Tasks.
Targets / Outputs 2021	<ul style="list-style-type: none"> Implementation of the Annual Safety Promotion Plan, including strategic level tasks from the EPAS. Continual monitoring of the reach and effectiveness of Safety Promotion activities and refine tactical approaches accordingly. 	
Risks (See also Annex XIII)	– Safety Promotion fails to have the anticipated impact or reach the intended audience. – Backlash caused by a Safety Promotion activity.	
Strategic Objectives	#4	
Principal Funding Source	EU Contribution	

Cybersecurity in Aviation and Emerging Risks		
Objective	Ensure that the entire aviation system is prepared to effectively address cybersecurity threats. Assist the	2017-Open End

	European Commission in safety-related security issues, including an alert system for conflict zones.	
Targets / Outputs 2020	<ul style="list-style-type: none"> Implement the Strategy for Cybersecurity in Aviation within the related timelines, consistent of: <ol style="list-style-type: none"> Members sign Memorandum of Cooperation (Moc), 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. 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> MoC for ECCSA under last stages of review. Due to the continuously changing environment, development of a complete cybersecurity risk landscape raises several challenges and constraints to be mitigated. Nevertheless, EASA continues to promote its development and has issued a significant number of bulletins identifying and sharing new risks. The Opinion is expected to be published in 2021 Q1. The postponement was anticipated in order to ensure the integration of survey comments from the ESCP (European Strategic Coordination Platform).
Targets / Outputs 2021	<ul style="list-style-type: none"> Signature of the ECCSA MoC by its members. Publication of the Opinion containing the organisation requirements for the management of cyber risks. Implement and start operations of the European Information Sharing Platform on Conflict Zones. 	
Risks (See also Annex XIII)	<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. Lack of support from Aviation stakeholders to sustain the Platform on Conflict Zones. 	
Strategic Objectives	#1	
Principal Funding Source	EU Contribution	

2.8.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Timely processing of occurrence reports	96% 3.1 days	80% 4.1 days	≥85% ≤4 days	Delayed	≥85% ≤4 days
Accuracy of technical owner allocation	98%	98.5%	≥95%	On-Track	≥95%
Timeliness to answer safety recommendations	100%	100%	≥97.5%	100%	≥97.5%
1. Analysis of safety issues Number of Safety Issues Analysis or Outcomes of D4S directed Study documents presented and endorsed by the SRP.	4	4	≥4	On-Track	≥4
2. NEW KPI 2021+: The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	N/A	N/A	N/A	N/A	Published end Q2

3. <i>NEW KPI 2021+</i> : Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	N/A	N/A	N/A	N/A	≥ 91%
Implementation Safety Promotion Programme	100%	100%	≥80%	On-Track	≥85%
Safety Promotion Resource Engagement	Achieved	Achieved	9.7 FTE	On-Track	11 FTE

2.8.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs)	43	53
SUPPORT: Of which allocated Human Resources (FTEs)	10	11



2.9. Applicant Services

2.9.1. Overview

The applicant services domain is EASA's front door for industrial and individual applicants for the certification of their product or organisation. 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 a growing number of national aviation authorities to ensure access to the right certification expertise in the right place at the right time, Europe-wide. Lately, cooperation extended to additional non-certification activities such as the reallocation of responsibilities upon request of organisations operating in more than one Member State under Art. 65 of the Basic Regulation, e.g., Air Operator Certification, International Cooperation and the Central Repository of Information.

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

- 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 broader and **deeper partnerships** with national aviation authorities to enhance the performance and resilience of the European system.
- Developing a Quality Assurance system in the European-wide context to maintain and ensure the continuous high performance of the Partner NAA.

2.9.2. Objectives

Applicant Relations		
Objective	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery	2016-Open End
Targets / Outputs 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 (F&C) 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. 	Expected Result: Achieved. <ul style="list-style-type: none"> ○ Information Campaign: workshops/meetings, dedicated EASA Website content, targeted mailings. ○ Product Campaign: Demos at workshops/meetings, video/tutorial on EASA Website, targeted mailings.
Targets / Outputs 2021	<ul style="list-style-type: none"> • Implement information campaign to make sure registered and new Portal users are aware and understand the new features that result from the further digitalisation of the certification processes in conjunction with the CORAL programme. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> – Applications 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. 	
Strategic Objectives	#5	
Principal Funding Source	F&C	

National Aviation Authority (NAA) & Qualified Entity (QE) Outsourcing		
Objective	Implement the outsourcing strategy 2017-2021 including the advancement of the new framework of partnership agreements.	2004-Open End
Targets / Outputs 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. 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> Partnership Agreements extended to further 6 NAAs and Annexes evolved. Work with NAAs was re-focused and outsourcing programme targets aligned down due to the COVID-19 pandemic and workload impact.
Targets / Outputs 2021	<ul style="list-style-type: none"> Engage with MS to extend number of available partners and range of services. Implementation of the Quality Assurance Programme and initial mapping of Partners. Close monitoring of the outsourcing programme and flexible solutions depending on the further development of the COVID-19 pandemic. From 2021, implement a newly designed quality assurance programme to make sure that technical, financial and management standards under the partnership agreements are met. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> Actual workload volumes and types diverge significantly from the baseline forecast (especially in light of the COVID-19 pandemic). Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes. Bilateral agreements affect overall workload and impact NAA outsourcing strategy. 	
Strategic Objectives	#5	
Principal Funding Source	F&C	

III.10 – 3.3.1 Project: F&C Regulation Review		
Objective	Review and amend charging scheme in cooperation with stakeholders to fund certification activities carried out under the Regulation (EU) 2018/1139.	2017-2021
Targets / Outputs 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. 	<p>Expected Result: Achieved.</p> <ul style="list-style-type: none"> Revised F&C Regulation fully implemented.
Targets / Outputs 2021	<ul style="list-style-type: none"> Revised fees and charges regulation monitored to make sure it generates the correct level of income to cover costs and charging scheme amended, where needed, based on the outcome of the profit and loss analysis. Charging scheme amended in cooperation with stakeholders to include funding of new certification activities introduced after its entry into force. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> The level of income generated is significant lower compared to the forecast especially in light of the COVID-19 pandemic resulting in less industry activities and adoption of financial relief measures to the benefit of industry 	
Strategic Objectives	#5	
Principal Funding Source	F&C	

2.9.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Typical processing times met ⁷	New KPI	Achieved	65%	On-Track	70%
Actual outsourced hours performed compared to target (pledged hours) ⁸	New KPI	Achieved	95%	On-Track	95%
Total applications received online ⁹	New KPI	90%	80%	On-Track	85%

2.9.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs) *	17	16
*For planning and reporting the above resources are allocated to the Agency's F&C financed activities		

⁷ These are combined KPI technical directorates/ Resource directorate

⁸ These are combined KPI technical directorates/ Resource directorate

⁹ Depending on the implementation of CORAL. Baseline for the performance indicator total possible online applications received



2.10. Corporate Processes

2.10.1. Overview

A number of corporate processes are conducted at EASA to support the effective oversight, promotion and governance of the operational, core and transversal activities of the Agency:

- Safety, strategy and business programming activities.
- Management of external stakeholders and stakeholder engagement.
- Legal Advice.
- Quality Assurance.
- Audit Management.
- Corporate Communication.
- Emergency Management.

2.10.2. Objectives

Strategy and Safety Planning		
Objective	Develop a European-wide safety management capability via the deployment of the European Plan for Aviation Safety (EPAS). Evolve the Agency's strategy and long-term priorities in line with anticipated safety risks and technological developments in industry.	2004-Open End
Targets / Outputs 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. 	Expected Result: Achieved. <ul style="list-style-type: none"> ○ COVID-19 impact, Health, Research & Innovation, (cyber-) security.
Targets / Outputs 2021	<ul style="list-style-type: none"> • Develop at least two strategies in domains where the Agency is impacted by important internal or external developments such as demands from the European Institutions, technological developments, COVID-19, etc. • Monitor the implementation of the Agency strategies and adapt these as required. 	
Risks (See also Annex XIII)	<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. 	
Strategic Objective	#5 [Contributes to #2 & #4]	
Principal Funding Source	Mix of EU Contribution and F&C	

Business Programming and Reporting		
Objective	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
Targets / Outputs 2020	<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. 	Expected Result: Achieved.

Targets / Outputs 2021	<ul style="list-style-type: none"> Enhance quarterly reporting to monitor effectively key variables in the planning as a result of COVID-19 (and other factors) to support decision making. In the framework of the transformation (Destination: Future-Proof) programme, review the activity/process/project structure to simplify the framework feeding the programming exercise which would streamline subsequent data consolidation and analysis.
Risks (See also Annex XIII)	<ul style="list-style-type: none"> Outcome of EASA activities significantly deviates from Business programming impacting EASA's ability to meet its strategic objectives. Sustainability: Resources and budget are not sufficient to achieve the activities planned, to the required level of quality, for the programming period.
Strategic Objectives	#5
Principal Funding Source	Mix of EU Contribution and F&C

Governance Activities [Executive Directorate related processes]

Objective	Ensure the entity is operating in compliance with necessary legal regulations, internal and external guidelines and policies, and addressing shareholder expectations.	2004-Open End
Targets / Outputs 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. 	Expected Result: Achieved.
Targets / Outputs 2021	<ul style="list-style-type: none"> Define and adopt an Emergency Management process, covering the existing crisis communication cell procedure, external communication, business continuity, resources mobilisation, timely recovery steps, restoration of normal business, etc. Ensure effective and agile oversight and management of the COVID-19 crisis and impact on the organisation. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> Lack of / or inappropriate response to an emergency/crisis. 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. 	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU Contribution and F&C	

Corporate Communication

Objective	Raise awareness of the Agency's activities with the public in general and the travelling public, while also continuing to serve industry and experts with the information they require and offer them enhanced ways to quickly find what they need.	2004-Open End
Targets / Outputs 2020	<ul style="list-style-type: none"> Implement and assess the Agency's communication strategy by mid-2020. 	Expected Result: Achieved

Targets / Outputs 2021	<ul style="list-style-type: none"> Further implementation of the Agency's strategy by increasing volume of content addressed to general public and expanding community engagement with various stakeholder groups.
Risks (See also Annex XIII)	<ul style="list-style-type: none"> Insufficient protection of information managed by the Agency, including third party information, to an adequate level of security. Ineffective message management.
Strategic Objectives	#5
Principal Funding Source	Mix of EU Contribution and F&C

2.10.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Corrective action closure rate of Audit findings	100%	85%	80%	N/A	80%
Number of non-conformity against the ISO standards	0%	0%	0%	On-Track	0%

2.10.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs) *	74	90
*For planning and reporting the above resources are allocated proportionally between the Agency's F&C financed and EU funded activities accordingly		



2.11. Transversal and Enabling Activities

2.11.1. Overview

In order to enable the implementation of the operational and core activities of the Agency a number of transversal and enabling activities are conducted at EASA including:

- Human Resources Management: Employee Services and Learning & Development.
- Information Technology Services.
- Corporate Services & Facility management.
- Travel Management.
- Finance Management.

The proactive and constant streamlining of processes and tools is the driver for the on-going and planned changes across these activities:

- The revision of EASA's human resources services toward a more modern and dynamic model will allow for a better match between the agencies capacity needs and the staff's skills and development.
- The information Technology services have adopted the AGILE methodology to shorten the reaction times and to quickly deliver the requirements of the CORAL (digitalisation) programme.
- Change in work habits are driving the corporate services to allow for fast and flexible responses to crises such as the COVID-19.
- Throughout all these changes, the finance services continues to offer solid and reliable services.

2.11.2. Objectives

Human Resources Management - Employee Services		
Objective	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
Targets / Outputs 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. 	Expected Result: Achieved. <ul style="list-style-type: none"> ○ Process for Strategic Workforce Planning (SWP) developed and pilot initiated.
Targets / Outputs 2021	<ul style="list-style-type: none"> • The SWP pilot is reviewed, scaled and implemented at Agency level. • Develop SWP with "People Master Data", identifying future needs and sourcing strategies for Agency capacity and capability management. • Deliver efficient e-HR services for employees and managers. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> – Failure to define and achieve Service Level Agreements in the area of administrative and support services. – Failure to identify the future needs of the Agency in terms of workforce and competences and most efficient ways to fulfil the future needs of the Agency. – 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. 	

Strategic Objectives	#5
Principal Funding Source	Mix of EU Contribution and F&C

Human Resources Management – Learning & Development (L&D) Services [Technical Training Services]

Objective	<i>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.</i>	2004-Open End
Objective (Re-focused 2021+)	Reinforce holistic staff training system to maintain and develop critical competences anticipating business needs. Support the competence development of aviation experts in the EASA system and drive forward decisions on the governance for external training collaboration and delivery in EASA.	2004-Open End
Targets / Outputs 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. 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> ○ Due to restrictions as a result of COVID-19 demand and potential for classroom and external trainings was limited. Virtual training collaboration was initiated and delivery is now in place.
Targets / Outputs 2021	<ul style="list-style-type: none"> • A competence management framework is established and integrated into performance and learning management processes including a general and technical training offer, planning and delivery model based on harmonised work practices of General & Technical Training and service level agreement. • A concept for future training collaboration at EU level is in place and was presented to the Member States Advisory Body (MAB) for its acceptance. • The governance of external training collaboration and coordination is established adequate to the EASA position as principal aviation authority in the European and international scene. • Transfer responsibilities in scope of external training collaboration. 	
Risks (See also Annex XIII)	– The training offer does not meet the (internal and external) prioritised stakeholders' needs	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU Contribution and F&C	

Information Technology Services

Objective	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
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Targets / Outputs 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). 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> Despite savings measures introduced in response to COVID-19 crisis 40% (out of 50% target for 2020) expected to be achieved.
Targets / Outputs 2021	<ul style="list-style-type: none"> IT to continue building the New Digital Core (NDC) - IT technical platform, in line with the CORAL/digitalisation roadmap (2021 target 65%). IT to initiate the launch agile flow (stream) for analytics ("Analysi"). 	
Risks (See also Annex XIII)	<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. 	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU Contribution and F&C	

Corporate Services & Facility Management

Objective	Provide a safe and efficient work environment to EASA staff and visitors. Ensure events run smooth. Offer a fast, reliable business travel management service.	2004-Open End
Targets / Outputs 2020	<ul style="list-style-type: none"> Implementation of consolidated procurement strategy for facility management (FM) 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. 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> The consolidated FM tender launched July 2020, expected to be concluded by end 2020 for implementation in 2021. Other targets postponed to 2021 due to COVID-19 EASA implemented significant restrictions on EASA staff presence in the offices, meetings/events, travel etc. Time was invested in ensuring sufficient precautions and safety measures implemented in EASA HQ and other offices.
Targets / Outputs 2021	<ul style="list-style-type: none"> Implementation of consolidated procurement strategy for technical facility management services by bundling contracts for technical facility management services, removals & caretaking services and media technician services (one tender, 2 lots) in order to improve contract management and centralise outsourced services. Compile and deliver quarterly report on customer satisfaction of the conference centre and identified areas of improvement. Perform a customer satisfaction survey for travel by end Q2 2021. Define plan, based on customer feedback on the conference centre, for funding and options for improvements by end 2021. Establish and execute the Service Level Agreement with the new service provider for cleaning, mail, security and reception. 	

Risks (See also Annex XIII)	– Failure of the landlord to effectively oversee facility management service provider leading to potential unsafe conditions in the building.
Strategic Objectives	#5
Principal Funding Source	Mix of EU Contribution and F&C

Finance Management		
Objective	High budget implementation rate maintained and in line with sound financial management principles.	2004-Open End
Targets / Outputs 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 1.1M€ (now 0.8M€ agreed with EC) generated in 2016, has been fully corrected. 	Expected Result: Achieved.
Targets / Outputs 2021	<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. 	
Risks (See also Annex XIII)	– The simplification of financial management processes and consequent reduced resource allocation may lead to an increased error rate in low-value/ non-complex transactions.	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU Contribution and F&C	

2.11.3. Performance Indicators

Indicator	Result 2018	Result 2019	Target 2020	Result Q2 2020	Target 2021
Technical training days per staff member per year	New KPI	Below target	≥90%	Below target	≥90%
Trainee satisfaction	New KPI	4.3	≥3.8	4.2	≥3.8
Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting)	98%	96.5%	≥98%	On-Track	≥98%
Turnover rate	4.6%	2.5%	≤5%	On-Track	≤5%
Staff Engagement survey (triennial) employee engagement score	68% (2016)	76%	N/A	N/A	68-76%
Sick leave (annually)	N/A	8.9 days	≤9 days	3.6 days	≤9 days
Operational cost of legacy services vs. Total operational IT costs (Excl. investment into new services – expand)	New KPI	New KPI	85%	N/A	75%
IT achievement of Service Level Agreement (SLA)	89%	86%	≥90%	83%	≥90%
Budget committed	98%	97%	≥95%	72%	≥95%
Carried over commitments	2%	3.7%	≤ 2.5%	On-Track	≤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	On-Track	Max 5 min
Percentage of overall mission claims paid within 30 days	New KPI	New KPI	>75%	On-Track	>60%
ECQB: number of newly developed questions (compared to the contracted number) and of amendment reports issued to NAAs regarding reviewed existing questions per year	New KPI	98%	≥90%	On-Track	≥90%

2.11.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs) *	120	133
*For planning and reporting the above resources are allocated proportionally between the Agency's F&C financed and EU funded activities accordingly		

2.12. Strategic Projects & Programmes



2.12.1. Overview

To facilitate the Agency's ability to meet its high level strategic objectives, EASA is conducting the following key strategic projects/programmes, which establish transversal teams aiming at utilising the broad spectrum of available Agency's (technical and non-technical) experts as well as, when required, leveraging external resources:

- **Environment - Sustainable Aviation Programme:** Ambitious programme coordinating actions towards establishing cleaner, quieter and more sustainable aviation system including initiatives increase CO₂ efficiency, electric and hybrid technology applications, sustainable aviation fuels, Environmental Labelling, environmental oversight and standards.
- **Transformation ((Destination: Future-Proof)) Programme:** Streamlining and digitalisation of EASA's processes with the aim to increase productivity by at least 8% by 2023, improve the quality of agency procedures, shorten lead times and strengthen the engagement between the agency and its stakeholders. *See below for further information and objectives.*
- **RNO Project:** The project will support the EU industry in its recovery by providing adequate flexibility measures, regulatory relief, specific guidance tailored to the new risk portfolio induced by the COVID-19 crisis and harmonised aviation health safety measures. Project RNO will also ensure that EASA processes and programmes adjust in order to remain fit for purpose in a post COVID environment.
- **Drones Programme:** Complete the development of a risk based, operation centric EU regulatory framework for Unmanned Aircraft Systems (UAS) which will form the basis for a common and safe European market for drones and be a key enabler to support UAS integration in the airspace.
- **Innovation Programme:** Ensure EASA is prepared to support innovation from industry through closely monitoring new developments, creating the dynamic for innovation in the Agency, fostering the sharing of knowledge and information, adapting Agency processes and working methods and engaging in partnerships with industry.
- **State & Military Aviation:** EASA's military programme aims at enabling a mutual understanding of civil and military aviation, sharing experiences and knowledge and assessing possible synergies.
- **ATC Programme:** Ensuring 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.
- **European Big Data Programme – Data4Safety (D4S):** The programme aims to provide a Big Data Platform and Analysis capability at European level, including the upgrade of the ECCAIRS platform that sustains the European Central Repository of Occurrences (Regulations (EU) No 376/2014).
- **Research Programme:** Working closely with internal EASA experts, the European Commission, Member States and others European stakeholders EASA's strategy on research aims at meeting the needs of the European Plan of Aviation Safety (EPAS) and wider aviation industry in notable areas such as innovation, environment and health.

2.12.2. Objectives

Environment - Sustainable Aviation Programme

Programme: Sustainable Aviation Programme		
Objective	<ul style="list-style-type: none"> A. Facilitate the decarbonisation of the aviation system through Agency initiatives. B. Act towards sustainable aviation through environmental certification and standards. C. Act towards sustainable aviation through effective transversal actions. D. Act towards sustainable aviation through flight standards and ATM/ANS. 	2020-2024
Targets / Outputs 2020	<ul style="list-style-type: none"> • Establish programme mandate and roadmap. • Incorporate ongoing initiatives / projects on environment, specifically, Environment and Sustainability (Art.78). 	<p>Expected Result: Achieved.</p> <ul style="list-style-type: none"> ○ Mandate endorsed March 2020, roadmap established. ○ Actions incorporated in roadmap and ongoing initiatives maintained with some key achievements such as first all-electric aircraft certified, Norway Partnership Agreement Task force and developments of Ecolabel prototypes & metrics.
Targets / Outputs 2021	<ul style="list-style-type: none"> • Objective A: <ul style="list-style-type: none"> ○ Implement EASA strategic initiative on SAF. ○ Implement actions on Electric and Hybrid Aviation. ○ Implement Environmental label programme (Phase II). • Objective B: <ul style="list-style-type: none"> ○ Aeroplane environmental standards: Standard setting on SST, eVTOLS, Drones. ICAO standard setting and implementation. ○ Aeroplane environmental certification: Maintain a high level of product environmental compatibility. ○ Commence Implementation of the roadmap outlined for the environmental portal (Balanced approach). • Objective C: <ul style="list-style-type: none"> ○ Development of EAER 2022 and recommendations. ○ Provide technical Expertise on environmental and sustainability topics for the European Commission. ○ Draft a roadmap to implement actions related to circular economy. ○ Draft a communication and promotion plan and commence implementation. ○ Contribute to the implementation of actions related to environmental protection and CORSIA under the EU funded technical cooperation programmes. ○ Provide expertise and contribute to the strategic steering of EASA's research activities towards sustainable aviation. ○ Draft a roadmap towards a more sustainable/carbon-neutral EASA. • Objective D: <ul style="list-style-type: none"> ○ Draft roadmaps for implementation of sustainable actions and commence implementation in the domains of maintenance and production, flight operations, flight crew licencing/training, aerodromes operations and ATM/ANS. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> – Failure to identify and set priorities for actions to address issues related to environmental protection and sustainable aviation. – Failure to support those actions. 	
Strategic Objectives	#2 [Contributes to #4 & #3]	
Principal Funding Source	Mix of EU Contribution and F&C	

Transformation Programme: Destination: Future-Proof

The **Destination: Future-Proof** programme began in the Q1 2020. The goal was to prepare for future challenges by transforming the way in which the Agency carries out its functions under Regulation (EU) 2018/1139, making extensive use of digital technology under the running digitalisation programme (CORAL). By offering a portal to access digital services and exchange data securely, digital workflows that reuse data and structure decisions to improve accuracy, predictability and response times, and a common platform to manage information and data, the CORAL programme expects to drive down costs, increase efficiency and allow the Agency to keep step with similar developments in the aviation industry.

Work is already underway on digitalising the approval of organisations will be intensified, and complemented by a re-design of product certification processes using digital technology investments already made under the CORAL programme. In addition, we will initiate a review of working methods across the whole Agency over the period 2021-2023 in order to eliminate activities with little added value, and to focus attention on the changing needs of stakeholders. The sequencing of this wave-based implementation is still under preparation, but will take into account potential benefits, operational stability, the capacity and motivation for change, and interdependency with other activities.

One critical activity for the programme is the central repository of aviation data required to ensure effective cooperation between the Agency and the national competent authorities in relation to certification, oversight and enforcement tasks under the article 74 of the Regulation (EU) 2018/1139. The first digital service for drones was released in 2020, and further services are targeted in 2021 for pilot licensing.

The programme target is to achieve efficiency gains of at least 8% by 2023 compared to 2019.

Programme: Destination: Future-Proof		
Objective	The Agency has simplified and digitalised its working methods, reorienting activities to support industry recovery, reducing costs to align with revenue, and increasing productivity to align with stable staffing.	2021-2023
Targets / Outputs 2020	<ul style="list-style-type: none"> • Programme plan adopted for 2021-2023. • Integrate CORAL targets/roadmap and related actions/ongoing initiatives. • Integrate Information Management targets and establish as enabler for CORAL programme. • Integrate roadmap/targets and related/ongoing initiatives for repository of information. 	Expected Result: Partially Achieved.
Targets / Outputs 2021	<ul style="list-style-type: none"> • Redesigned and digitalised process for the approval of organisations, generating efficiency gains through a reduction in effort (FTE) of at least 2% compared to 2020. • Digital service for pilot licences released (Regulation (EU) 2018/1139 Article 74). 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> – Shortage of programme and project management staff and/or subject matter experts to support transformation initiatives due to other recovery priorities. – Failure to establish and maintain an integrated, consistent and efficient information management framework. – Failure to define, implement or maintain the future Repository of Information as defined in Article 74 Regulation (EU) 2018/1139. 	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU Contribution and F&C	

RNO Project

Project: Return to Normal Operations (RNO)		
Objective	<ul style="list-style-type: none"> Support the recovery of the aviation industry from the COVID-19 crisis. Ensure that EASA priorities, processes and working methods evolve so to remain fit for purpose for the recovery phase. 	2020-2021
Targets / Outputs 2020	<ul style="list-style-type: none"> Identifying and solving European Industry problems for RNO – focus on commercial operations (WS1): <ul style="list-style-type: none"> Ensure competence and medical fitness of aviation personnel. Ensure airworthy aircraft. Ensure readiness at all levels (e.g. ground and air navigation infrastructure) when restarting operations. Enhance management systems' robustness and resilience in order to identify and mitigate COVID-19 generated risks. Ensure coordination at international level. Identifying and solving European Industry problems - Design and production (WS2): <ul style="list-style-type: none"> Support to industry for changes to aircraft configurations. Adjust oversight policies of MOA, DOAs and POAs under EASA oversight during the post-crisis phase. Recovery Support to EU/EASA National Competent Authorities (WS3): <ul style="list-style-type: none"> Support NCAs in managing flexibility provisions for the industry. Support NCAs in adjusting oversight programmes. Support NCAs in developing plans to facilitate industry's recovery. Facilitating the removal of air travel restrictions by implementing aviation tailored measures, focused on preventing the spread of the virus (WS4): <ul style="list-style-type: none"> Develop mitigation measures and guidance to facilitate the return to operation and build up public confidence in aviation transport. International coordination: promotion of globally recognised solutions. Develop and share intelligence on the sanitary conditions in EU and worldwide. Develop a communication/safety promotion campaign. Develop tools and indicators measuring the epidemiologic risk in an aviation context. Support the recovery of the General Aviation Sector (WS/5). 	Expected Result: Partially Achieved.
Targets / Outputs 2021	<ul style="list-style-type: none"> Ensure that EASA processes are fully capable of delivering in a post-COVID environment (for WS/1, WS/2, WS/3, WS/5). Work stream 4 – Public Health: <ul style="list-style-type: none"> Ensure that aviation is properly mitigating the epidemiological risks. Develop and support the implementation of strategies and (testing) protocols that will facilitate the cross border movement of persons, including at international level. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> COVID crisis lasting for much longer than anticipated, seriously damaging the sector. Degraded environment generated safety risks that are not properly and timely identified and mitigated. Conflicting strategies and high level of fragmentation between Public Health and Aviation that will hamper the swift recovery of the aviation sector. 	
Strategic Objectives	#1 [Contributes to #4 & #5]	
Principal Funding Source	EU Contribution	

Drones Programme

Programme: Drones Programme		
Objective	Establish harmonised rules for unmanned aircraft systems (UAS) operators and U-space service providers for equipment and performance of the UAS and for the services provided in the U-space in order to ensure the safety of operations in that airspace.	2016-2023
Targets / Outputs 2020	<ul style="list-style-type: none"> Development of a comprehensive Notice of Proposed Amendment (NPA) supporting operations in the Certified Category for which industry interest is the highest (e.g. Urban Air Mobility). Support to the development of U-space Commission Regulation and prepare and issue the ToRs for the development of the related acceptable means of compliance and guidance material. Support the implementation of the regulation applicable to drones¹⁰ operated in the open and specific categories. Support the update of the regulation applicable to drones¹⁰ to include standard scenarios to support operations of drones in the specific category. Implement the EASA counter drones action plan. Support the European Union in their international cooperation drone related actions. 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> Certain targets are foreseen to continue into 2021 to accommodate the timing of regulatory and related processes.
Targets / Outputs 2021	<ul style="list-style-type: none"> Release of a first NPA supporting operations in the certified category for which industry interest is the highest (e.g. Urban Air Mobility operations). Draft acceptable means of compliance and guidance material to support the U-space regulation. Complete the implementation of the EASA counter drones action plan. Engage in international cooperation initiatives with selected countries with advancing drone industries. Support EASA Innovation Partnership Contracts (IPC) and/or Technical Advice Contracts (TAC) on drones and Urban Air Mobility. Provide implementation support and standardisation to Member States on Regulations applicable to drones¹⁰ operated in the open and specific categories. 	
Risks (See also Annex XIII)	<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 not to achieve the development of technical requirements for U-space services due to the lack of industry standards or immaturity of the technologies. 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 	
Strategic Objectives	#4 [Contributes to #1 & #2]	
Principal Funding Source	Mix of EU Contribution and F&C	

¹⁰ Commission implementing regulation (EU) 2019/947 and commission delegated regulation (EU) 2019/945

Innovation & Future Developments Programme

Programme: Innovation & Future Developments		
Objective	<ul style="list-style-type: none"> Coordinate changes necessary to adapt the Agency activities and processes to innovation through Projects and Roadmaps. Create a dynamic of innovation in the Agency and foster the sharing of innovation knowledge and information through an Innovation Network. Support the Industry on innovation through Partnership Agreements. 	2020–Open End
Targets / Outputs 2020	<ul style="list-style-type: none"> Review and update the policy on innovation management, including by identifying qualitative objectives to be attained. Pursue the actions on Agency staff knowledge building on innovation. Increase cooperation with new entrants. Further develop Industry partnerships on innovation. 	<p>Expected Result: Partially Achieved.</p> <ul style="list-style-type: none"> Knowledge building actions, in particular, Interactive sessions on innovation, were discontinued due to the COVID-19 crisis.
Targets / Outputs 2021	<ul style="list-style-type: none"> Pursue the actions on Agency staff knowledge building on innovation. Increase cooperation with new entrants. Further develop Industry partnerships on innovation. Ensure successful implementation of the AI Roadmap. Develop synergies between Research and Innovation Activities. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> Excessive knowledge gap on Innovation between Agency Staff and Industry (Agency credibility at stake). Inability to adapt the Agency framework (regulations, processes) to deal with innovation (Industry competitiveness at stake). Failure to identify certain safety risks related to innovation. 	
Strategic Objectives	#4	
Principal Funding Source	Mix of EU Contribution and F&C	

State and Military Aviation Programme

Programme: State and Military Aviation		
Objective	Maintain the necessary contacts with European Military Aviation Authorities and the European Defence Agency as appropriate for the discharge of the Agency's tasks, in accordance with Regulation (EU) 2018/1139, all conducive to improve flight safety in Europe.	2020–Open End
Targets / Outputs 2020	<ul style="list-style-type: none"> Continue commitment to airworthiness for state aircraft, dual-use platforms and civil derivatives. Commence implementation of NATO Roadmap, especially absorb lessons learned from military drones pilot-licensing and aircraft 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. 	<p>Expected Result: Achieved.</p> <ul style="list-style-type: none"> Programme is expected to achieve end 2020 expectations including support to MOVE.B1 and finalisation of cooperation arrangement with OCCAR.

	<ul style="list-style-type: none"> Follow-up on von der Leyen's Commission objectives on Defence Industry. Reiterate bilateral arrangements with European national aviation authorities and OCCAR. 	
Targets / Outputs 2021	<ul style="list-style-type: none"> Continue commitment to airworthiness for state aircraft, dual-use platforms and civil derivatives. Implement of NATO Roadmap according commonly defined items. Implement work programme with the European Defence Agency, focus on Single European Sky (SES) and ATM rulemaking. Follow-up on von der Leyen's Commission objectives on Defence Industry. Reiterate bilateral arrangements with European national aviation authorities. 	
Risks (See also Annex XIII)	<ul style="list-style-type: none"> 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. 	
Strategic Objectives	#1	
Principal Funding Source	Mix of EU Contribution and F&C	

ATC Programme

Programme : ATM/ANS Coordination Programme (ATC)		
Objective	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.	2019-2021
Targets / Outputs 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. 	<p>Expected Result: Partially Achieved:</p> <ul style="list-style-type: none"> Majority of actions achieved, those requiring further coordination and exchange at European level will be continued in 2021.
Targets / Outputs 2021	<ul style="list-style-type: none"> Follow-up of the High Level Partnership Program (SESAR 3), particularly taking into consideration EASA's role in the governance of this partnership. Progress the planned implementation of ATCO Plan. Progress and contribute as necessary in the implementation of ADSP service. 	
Risks (See also Annex XIII)	<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, etc.). 	
Strategic Objectives	#1 [Contributes to #2 & #4]	
Principal Funding Source	Mix of EU Contribution and F&C + Potential Earmarked funds (Under negotiation)	

Data4Safety Programme

Programme: European Big Data Programme – Data4Safety		
Objective	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
Targets / Outputs 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. • Delivery of the MVP of ECCAIRS 2.0 in second semester. 	Expected Result: Achieved
Targets / Outputs 2021	<ul style="list-style-type: none"> • Deliver the Use Cases of the Proof of Concept phase of the Data4Safety programme. • Finalize the data protection model of the Programme adapted for the long-term run of Data4Safety. • Enable the sharing with the Programme of the data sources contemplated for Data4Safety Proof of Concept phase. 	
Risks (See also Annex XIII)	<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. 	
Strategic Objectives	#4	
Principal Funding Source	EU grants + F&C accumulated reserve	

Research Strategy

Programme: Research Strategy		
Objective	Consolidate and deliver a research strategy that supports the needs of the European Plan of Aviation Safety (EPAS) and wider aviation industry.	2004-Open End
Targets / Outputs 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. 	Expected Result: Achieved
Targets / Outputs 2021	<ul style="list-style-type: none"> • 1st extension of the EC – EASA contribution agreement to implement the selected Agency’s research priorities (delegation of budget). • Roles of the Agency in the future Public-Private research partnerships under the EU research and innovation programme (2021-2027) established. • Publication of the 1st joint aviation research agenda with key public sector organisations (research centres, NAA, universities). • Implementation of the EASA PhD scheme with association of universities: 1st series of PhD collaborations agreed. 	
Risks (See also Annex XIII)	– Insufficient support from major stakeholders.	
Strategic Objectives	#4 [Contributes to #2]	
Principal Funding Source	EU Contribution	

2.12.3. Performance Indicators

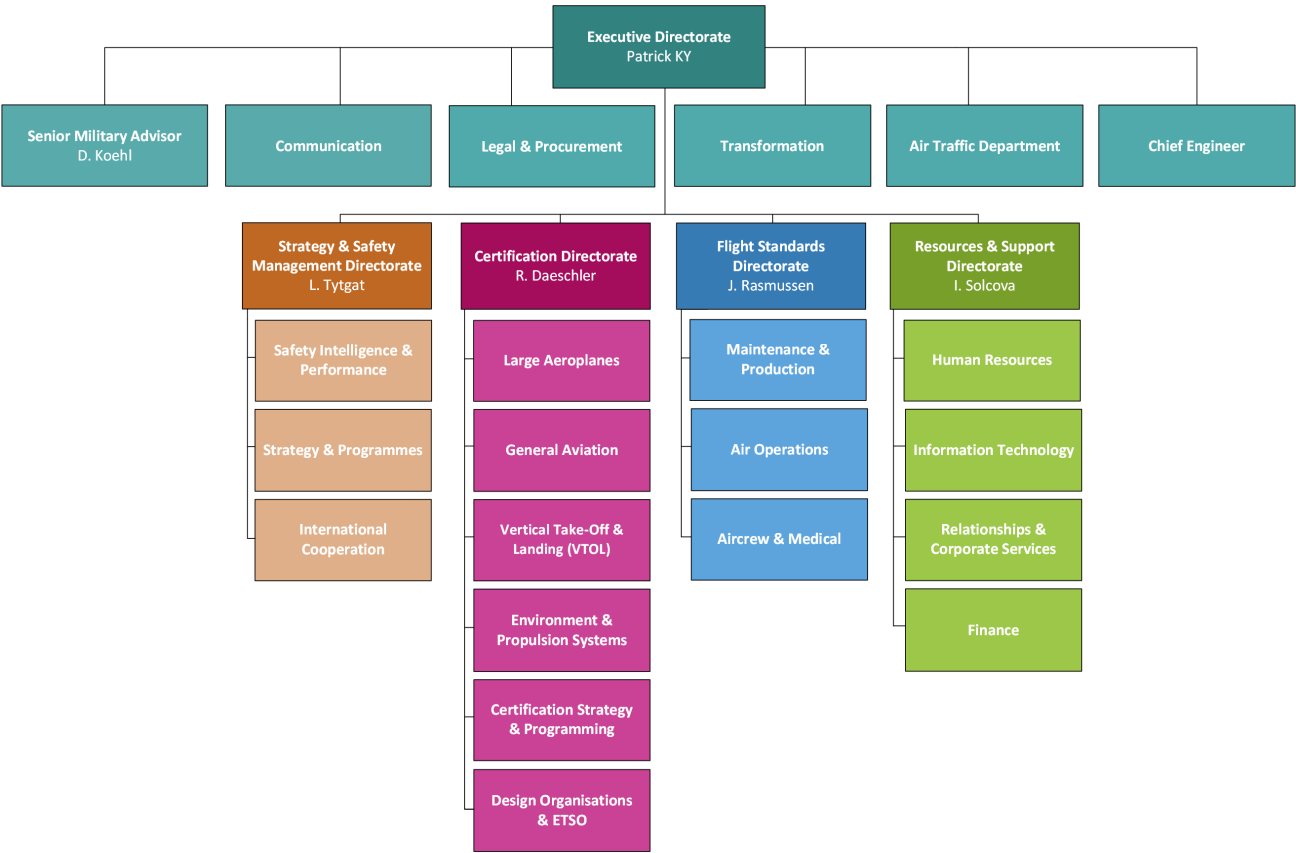
Indicator	Result 2018	Result 2019	Target 2020	Result 2020	Q2 Target 2021
Timely execution of committed research projects	50%	Below target	100%	On-track	100%
Processing of requests for participation in external research projects	New KPI	76%	≥80%	On-Track	≥80%
Research Expert Engagement	1.4 FTE	3.5 FTE	≥9 FTE	Below Target	≥4 FTE

2.12.4. Resources & Key Workload Indicators

	2020 Actual + Forecast	2021 Plan
TOTAL: Human Resources (FTEs) *	39	64
*For planning and reporting the above resources are allocated proportionally between the Agency's F&C financed and EU funded activities accordingly		

IV Annexes

I. Organisation Chart



II. Resource Allocation per Activity

	values in: (1) Workload FTEs (2) €'000	2021 - Budget			2022 - Draft Budget			2023 - Envisaged			2024 - Envisaged		
		TA (1)	CA & SNE (1)	Budget 2021 (2)	TA (1)	CA & SNE (1)	Draft Budget 2022 (2)	TA (1)	CA & SNE (1)	Envisaged 2023 (2)	TA (1)	CA & SNE (1)	Envisaged 2024 (2)
Fees & Charges	Revenue F&C & Other Income			+110,374			+112,557			+114,046			+115,151
	Product Certification	299	41	-72,341	300	42	-73,234	305	42	-72,445	307	41	-72,430
	Organisation Approvals	132	19	-39,220	134	20	-39,947	134	20	-41,594	134	20	-42,162
	Total F&C	432	61	-1,187	434	62	-624	439	62	+7	441	61	+559
Subsidy and other Contributions	EU Subsidy			+38,900			+39,678			+40,472			+41,281
	third country contribution			+2,649			+2,654			+2,708			+2,763
	Other income			+393			+610			+501			+481
	Third Country Operators	15	2	-2,699	14	2	-2,587	14	2	-2,504	14	2	-2,471
	Standardisation	63	6	-11,820	64	6	-11,785	63	6	-11,930	63	6	-12,562
	EU Ramp Inspection	2	3	-614	2	3	-614	2	3	-666	2	4	-687
	Rulemaking	63	12	-11,459	61	13	-11,532	58	12	-11,056	57	12	-11,196
	Int'l Cooperation	26	20	-5,402	25	19	-5,646	25	18	-5,596	26	19	-5,396
	Safety Intel. & Performance	44	9	-9,937	45	9	-10,779	44	9	-11,930	43	8	-12,213
	Total Subsidy & Other Contributions	213	53	-	211	52	-	206	50	-	205	51	-
	Grand-Total	645	113	-1,187	645	114	-624	646	112	+7	646	112	+559

(1) The value of TA and CA&SNE represents the Workload that has being planned for each activity. Workload is calculated in Hours and is then transformed in a Full Time Employee. The split between TA and CA&SNE is done based on the actual heads.

(2) Values in thousand EUR. The Fees & Charges figures are presented without the effect on the F&C Accumulated surplus (BL 702 & BL 5000) as well as without the Working Budget of BL3000 Outsourcing of certification activities.

III. Financial Resources

Table 1 – Revenue

General revenues

Revenues	2020		2021
	2020 Actual* Revenues estimated by the agency	Draft SPD 2020- 2022 Budget 2020	Agency Request
EU contribution	37,954,000	37,954,000	38,900,000
Other revenue	145,088,000	179,898,000	164,902,000
Total revenues	183,042,000	217,852,000	203,802,000

* As per the first admending Budget

REVENUES	General Revenues						
	Executed 2019	Estimated by the Agency * 2020	2021		VAR 2021/2020 (%)	Draft Budget 2022	Envisaged 2023
			Agency Request	Budget Forecast			
1 REVENUE FROM FEES AND CHARGES	109,639,384	90,000,000	109,791,000	121,966,000	122.0%	111,686,000	113,500,000
2. EU CONTRIBUTION	37,643,000	37,954,000	38,900,000	38,900,000	102.5%	39,678,000	40,472,000
<i>of which assig. revenues from previous years surpluses</i>	92,157						
3. THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	2,265,330	2,303,000	2,649,000	2,649,000	115.0 %	2,654,000	2,708,000
4. OTHER CONTRIBUTIONS	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
5. ADMINISTRATIVE OPERATIONS	579,170	718,000	510,000	628,000	71.0 %	515,000	520,000
6. REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	144,000	565,000	450,000	465,000	79.6 %	450,000	450,000
7. CORRECTION OF BUDGETARY IMBALANCES	52,194,000	51,502,000	51,502,000	55,581,116	100.0 %	50,311,000	49,687,000
TOTAL REVENUES	202,464,884	183,042,000	203,802,000	220,189,116	111.3 %	205,294,000	207,337,000

* As per the first admending Budget

Additional EU funding: grant, contribution and service-level agreements

REVENUES	2020	2021
	Revenues estimated by the Agency	Agency Request
TOTAL REVENUES	27,462,000	33,371,107

REVENUES	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2019	Estimated by the Agency 2020	2021		VAR 2021/2020 (%)	Draft Budget 2022	Envisaged 2023
			Agency Request	Budget Forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)	5,505,000	6,732,000	8,938,000	p.m.	132.8%	-	-
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	14,418,000	20,325,000	24,128,107	p.m.	118.7%	30,939,000	19,070,000
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)	-	405,000	305,000	p.m.	75.3%	290,000	290,000
TOTAL	19,923,000	27,462,000	33,371,107	p.m.	121.5%	31,229,000	19,360,000

Table 2 - Expenditure

Expenditure	Estimated by the Agency 2020	Budget Forecast 2020	Agency Request 2021	
	Commitment appropriations	Commitment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	96,459,000	98,736,000	96,698,000	96,698,000
Title 2 - Infrastructure and operating expenditure	20,134,000	21,184,000	23,229,000	23,229,000
Title 3 - Operational expenditure	29,556,000	47,051,000	37,364,000	37,364,000
Total expenditure	146,149,000	166,971,000	157,291,000	157,291,000

Commitment appropriations Total EASA (Fees & Charges + EU Contribution)

EXPENDITURE	Commitment Appropriations						
	Executed 2019	Estimated 2020	Budget 2021		VAR 2021/2020 (%)	Draft Budget 2022	Envisaged 2023
			Agency Request	Budget Forecast			
Title 1 Staff Expenditure	96,062,170	96,459,000	96,698,000	102,284,000	100.2%	96,673,000	96,888,000
11 Salaries & allowances	80,931,170	80,650,000	82,802,000	86,172,000	102.7%	82,873,000	83,228,000
- of which establishment plan posts	7,014,000	72,461,000	76,522,000	77,126,000	105.6%	76,400,000	76,319,000
- of which external personnel	7,014,000	8,189,000	6,280,000	9,046,000	76.7%	6,473,000	6,909,000
12 Expenditure relating to Staff recruitment	706,000	1,053,000	582,000	1,066,000	55.3%	348,000	279,000
12b Employer's pension contributions	8,841,000	9,000,000	8,000,000	9,200,000	88.9%	8,200,000	8,280,000
14.1 Socio-medical infrastructure	303,000	-	250,000	298,000	83.9%	270,000	290,000
14.2 Training	516,000	674,000	600,000	674,000	89.0%	600,000	600,000
External Services	179,000	140,000	100,000	140,000	71.4%	100,000	100,000
17 Receptions and events	78,000	97,000	83,000	97,000	85.6%	88,000	83,000
14.3 Social welfare	4,508,000	298,000	4,281,000	4,637,000	94.1%	4,194,000	4,028,000
Title 2 Infrastructure and operating expenditure	18,837,972	20,134,000	23,229,000	22,159,081	115.4%	23,517,000	23,808,000
20 Rental of buildings and associated costs [1]	9,454,000	10,039,000	10,005,000	10,332,000	99.7%	10,185,000	10,500,000
21 Information and communication technology	7,738,972	8,790,000	11,943,000	10,462,081	135.9%	12,000,000	11,972,000
22 Movable property and associated costs	400,000	189,000	201,000	189,000	106.3%	201,000	201,000
23 Current administrative expenditure	1,071,000	945,000	905,000	971,000	95.8%	955,000	957,000
24 Postage / Telecommunications	174,000	173,000	175,000	205,000	101.2%	176,000	178,000
25 Meeting expenses 26 Running costs op. activities	-	-	-	-	-	-	-
27 Information and publishing & 28 Studies	-	-	-	-	-	-	-
Title 3 Operational expenditure	35,922,195	29,556,000	37,364,000	44,520,000	126.4%	39,417,000	40,946,000
30 Certification activities	24,695,664	20,516,000	22,810,000	32,262,000	111.2%	23,977,000	24,652,000
31 Standardisation activities	132,000	171,000	97,000	171,000	56.7%	112,000	112,000
32 Development data base	899,000	982,000	1,319,000	1,183,000	134.3%	1,978,000	2,118,000
33 Communication and publication	473,800	462,000	469,000	390,000	101.5%	424,000	469,000
34 Meeting expenses	266,000	854,000	595,000	999,000	69.7%	863,000	863,000
35 Translation and interpretation costs	46,000	25,000	-	25,000	-	-	-
36 Rule Making activities	2,761,000	2,302,000	964,000	1,566,000	41.9%	1,254,000	2,453,000
37 Mission, entertainment and representation expenses	5,275,531	2,948,000	4,998,000	6,951,000	169.5%	5,852,000	6,122,000
38 Technical training	805,000	973,000	715,000	973,000	73.5%	715,000	715,000
39 ED and strategic activities	423,000	324,000	5,397,000	-	1665.7%	4,242,000	3,442,000
Title 4 Special Operation Programmes	-	-	-	-	-	-	-
Title 5 Other expenditures	51,502,717	36,893,000	46,511,000	51,226,035	126.1%	45,687,000	45,695,000
TOTAL EXPENDITURE	202,325,054	183,042,000	203,802,000	220,189,116	126.1%	205,294,000	207,337,000

Commitment appropriations Fees & Charges

EXPENDITURE	Commitment Appropriations						
	Executed 2019	Estimated 2020	Budget 2021		VAR 2021/2020 (%)	Draft Budget 2022	Envisaged 2023
			Agency Request	Budget Forecast			
Title 1 Staff Expenditure	67,233,038	67,787,000	67,688,000	71,683,000	100%	67,493,000	67,687,000
11 Salaries & allowances	53,995,938	54,287,000	55,744,000	57,927,000	103%	55,545,000	55,807,000
- of which establishment plan posts	3,649,400	50,010,000	52,182,000	53,286,000	104%	51,916,000	52,044,000
- of which external personnel	3,649,400	4,277,000	3,562,000	4,641,000	83%	3,629,000	3,763,000
12 Expenditure relating to Staff recruitment	485,200	695,000	388,000	701,000	56%	233,000	187,000
12b Employer's pension contributions	8,841,000	9,000,000	8,000,000	9,200,000	89%	8,200,000	8,280,000
14.1 Socio-medical infrastructure	212,100	197,000	167,000	196,000	85%	180,000	194,000
14.2 Training	361,500	445,000	400,000	444,000	90%	400,000	400,000
External Services	125,300	92,000	67,000	92,000	73%	67,000	67,000
17 Receptions and events	56,400	72,000	64,000	71,000	89%	69,000	64,000
14.3 Social welfare	3,155,600	2,999,000	2,858,000	3,052,000	95%	2,799,000	2,688,000
Title 2 Infrastructure and operating expenditure	12,264,106	12,928,000	15,522,000	14,666,000	120%	15,668,000	15,885,000
20 Rental of buildings and associated costs [1]	6,635,200	6,670,000	6,713,000	6,752,000	101%	6,793,000	7,024,000
21 Information and communication technology	4,479,606	5,441,000	7,985,000	7,055,000	147%	8,017,000	8,002,000
22 Movable property and associated costs	280,000	128,000	139,000	127,000	109%	139,000	139,000
23 Current administrative expenditure	747,500	580,000	569,000	598,000	98%	602,000	602,000
24 Postage / Telecommunications	121,800	111,000	116,000	134,000	105%	117,000	118,000
25 Meeting expenses 26 Running costs in connection with op. activities							
27 Information and publishing & 28 Studies	-	-	-	-	-	-	-
Title 3 Operational expenditure	31,232,664	24,785,000	32,151,000	40,087,000	130%	33,633,000	34,409,000
30 Certification activities	24,126,864	19,977,000	22,810,000	31,723,000	114%	24,480,000	25,169,000
31 Standardisation activities	25,200	46,000	-	46,000	-	-	-
32 Development data base	433,300	541,000	646,000	742,000	119%	1,065,000	1,154,000
33 Communication and publication	353,800	339,000	337,000	281,000	99%	305,000	337,000
34 Meeting expenses	39,900	577,000	307,000	722,000	53%	438,000	438,000
35 Translation and interpretation costs	34,000	19,000	-	19,000	-	-	-
36 Rule Making activities	920,000	256,000	-	520,000	-	-	-
37 Mission, entertainment and representation expenses	4,617,600	2,407,000	3,740,000	5,410,000	155%	4,453,000	4,695,000
38 Technical training	557,900	623,000	455,000	624,000	73%	455,000	455,000
39 ED and strategic activities	124,100	-	4,755,000		-	3,000,000	2,340,000
Title 4 Special Operation Programmes	-	-	-	-	-	-	-
Title 5 Other expenditures	51,502,717	36,893,000	46,511,000	51,226,035	126%	45,691,000	45,699,000
TOTAL EXPENDITURE	162,232,525	142,393,000	161,872,000	177,662,035	114%	162,485,000	163,680,000

Commitment appropriations EU Contribution

EXPENDITURE	Commitment Appropriations						
	Executed 2019	Estimated 2020	Budget 2021		VAR 2021/2020 (%)	Draft Budget 2022	Envisaged 2023
			Agency Request	Budget Forecast			
Title 1 Staff Expenditure	28,829,132	28,672,000	29,011,000	30,601,000	101%	29,178,000	29,203,000
11 Salaries & allowances	26,935,232	26,363,000	27,057,000	28,245,000	103%	27,326,000	27,423,000
- of which establishment plan posts	3,364,600	22,451,000	24,340,000	23,480,000	108%	24,482,000	24,277,000
- of which external personnel	3,364,600	3,912,000	2,717,000	4,405,000	69%	2,844,000	3,146,000
12 Expenditure relating to Staff recruitment	220,800	358,000	195,000	365,000	54%	115,000	92,000
12b Employer's pension contributions							
14.1 Socio-medical infrastructure	90,900	101,000	83,000	102,000	82%	90,000	96,000
14.2 Training	154,500	229,000	200,000	230,000	87%	200,000	200,000
External Services	53,700	48,000	33,000	48,000	69%	33,000	33,000
17 Receptions and events	21,600	25,000	19,000	26,000	76%	19,000	19,000
14.3 Social welfare	1,352,400	1,548,000	1,424,000	1,585,000	92%	1,395,000	1,340,000
Title 2 Infrastructure and operating expenditure	6,573,866	7,206,000	7,707,000	7,493,081	107%	7,853,000	7,923,000
20 Rental of buildings and associated costs [1]	2,818,800	3,369,000	3,292,000	3,580,000	98%	3,392,000	3,476,000
21 Information and communication technology	3,259,366	3,349,000	3,958,000	3,407,081	118%	3,987,000	3,970,000
22 Movable property and associated costs	120,000	61,000	62,000	62,000	102%	62,000	62,000
23 Current administrative expenditure	323,500	365,000	336,000	373,000	92%	353,000	355,000
24 Postage / Telecommunications	52,200	62,000	59,000	71,000	95%	59,000	60,000
25 Meeting expenses							
26 Running costs in connection with operational activities							
27 Information and publishing							
28 Studies							
Title 3 Operational expenditure	4,689,531	4,772,000	5,213,000	4,433,000	109%	5,783,000	6,536,000
30 Certification activities	568,800	539,000		539,000			
31 Standardisation activities	106,800	125,000	97,000	125,000	78%	112,000	112,000
32 Development data base	465,700	441,000	673,000	441,000	153%	913,000	964,000
33 Communication and publication	120,000	123,000	132,000	109,000	107%	119,000	132,000
34 Meeting expenses	226,100	277,000	288,000	277,000	104%	424,000	424,000
35 Translation and interpretation costs	12,000	6,000		6,000			
36 Rule Making activities	1,841,000	2,046,000	964,000	1,046,000	47%	1,254,000	2,453,000
37 Mission, entertainment and representation expenses	657,931	541,000	1,258,000	1,541,000	233%	1,399,000	1,427,000
38 Technical training	247,100	350,000	260,000	349,000	74%	260,000	260,000
39 ED and strategic activities	298,900	324,000	1,541,000		476%	1,302,000	764,000
Title 4 Special Operation Programmes							
Title 5 Other expenditures							
TOTAL EXPENDITURE	40,092,529	40,650,000	41,931,000	42,527,081	103 %	42,814,000	43,662,000

Table 3 - Budget outturn and cancellation of appropriations 2017 – 2019**Budget outturn**

Budget outturn	2017	2018	2019
Reserve from the previous years' surplus (+)	52,306,520	54,941,682	52,194,236
Revenue actually received (+)	153,422,140	155,448,594	171,554,445
Payments made (-)	-139,668,275	-145,347,674	-153,642,581
Carryover of appropriations (-)	-87,727,448	-89,714,506	-98,440,633
Cancellation of appropriations carried over (+)	239,830	134,108	414,361
Adjustment for carryover of assigned revenue appropriation from previous year (+)	21,526,364	25,222,376	28,098,956
Exchange rate differences (+/-)	-6,974	-24,497	-38,954
Adjustment for negative balance from previous year (-) *		-660,083*	-139,830*
TOTAL	92,157	0	0

(*) The positive Budget outturn of 2018 and 2019 was used to partially adjust offset the negative balance from 2016

Cancellation of commitment appropriations and Payment appropriations:

4,000,180€ have been cancelled on C1 appropriations. The budget implementation rate is 96.7%.

Justification/Explanation	Title	Type of expense	Cancelled Appropriation
Amounts remaining on various Title 1 budget lines, the majority relates to salaries and training costs.	1	Staff	2,152,879
Small amounts remaining on various administrative budget lines, the majority relates to buildings and legal costs.	2	Administrative expenses	411,721
Amounts remaining on various operational budget lines, the majority relates to missions and experts meeting costs.	3	Operational expenses	1,435,580
Total			4,000,180

Cancellation of payment appropriations carried over:

414,361€ cancelled appropriation carried over from previous year (C8).

IV. Human Resources Quantitative

Table 1 - Staff population and its evolution; Overview of all categories of staff

A. Statutory staff and SNE

Staff	2019			2020	2021	2022	2023
ESTABLISHMENT PLAN POSTS	Authorised Budget	Actually filled as of 31/12/19	Occupancy rate %	Authorised staff	Budget	Draft Budget Request	Envisaged staff
Administrators (AD)	562	544	96,80%	566	566	566	566
Assistants (AST)	118	112	94,92%	114	112	112	112
Assistants/Secretaries (AST/SC)					2	2	2
TOTAL ESTABLISHMENT PLAN POSTS	680	656	96,47%	680	680	680	680
EXTERNAL STAFF	Headcount	Executed as of 31/12/19	Execution Rate %	Headcount as of 31/12/2020	Envisaged	Envisaged	Envisaged
Contract Agents (CA)	106	89	83,96%	106	106	106	106
Seconded National Experts (SNE)	24	17	70,83%	24	24	24	24
TOTAL STAFF	810	762	94,07%	810	810	810	810

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	2020	2021	2022	2023
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	n/a	n/a	n/a	n/a
Seconded National Experts (SNE)	n/a	n/a	n/a	n/a
TOTAL				

C. Other Human Resources

Structural service providers¹¹

	Actually in place as of 2020
Security	2 security guards (9.12 FTE, one guard 24h/7 days a week, second one 16h/7 days a week)
IT	29 +1 (depending on the ongoing procurement process)
Other (reception)	3 receptionists (4.31 FTE, each 10 h/5 days a week)
Other (Cleaning)	11.25 FTEs
Other (Canteen)	12 FTEs
Other (Caretakers)	3 caretakers (3.37 FTEs)
Other (Mail)	2 persons (2 FTEs)
Other (Building technical maintenance)	1.66 FTEs
Other (Travel Agency)	3 travel agents (3 FTEs)
Other (Media Technician)	1.13 FTE (1 person- 6 h/day + second person-15 h/week)

Interim workers

	Total FTEs in year 2019
Number	16.2

¹¹ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the added value of the Commission

Table 2 – Multi-annual staff policy plan Year 2021, 2022 & 2023

Function group and grade	2019				2020		2021		2022		2023	
	Authorised Budget		Actually filled as of 31/12/2019		Authorised Budget		Request of the Agency		Draft Budget Request		Envisaged	
	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts
AD 16												
AD 15		1		1		1		1		1		1
AD 14		29		2		25		25		25		25
AD 13		36		6		33		33		33		33
AD 12		68		22		66		66		66		66
AD 11		86		48		88		88		88		88
AD 10		108		76		110		110		110		110
AD 9		115		129		120		120		120		120
AD 8		78		118		78		78		78		78
AD 7		30		70		32		32		32		32
AD 6		11		49		11		11		11		11
AD 5				23		2		2		2		2
AD TOTAL		562		544		566		566		566		566
AST 11												
AST 10												
AST 9		1				1		1		1		1
AST 8		4		1		3		3		3		3
AST 7		12		2		11		11		11		11
AST 6		29		15		27		27		27		27
AST 5		30		39		30		28		28		28
AST 4		24		29		25		25		25		25
AST 3		16		18		15		15		15		15
AST 2		2		7		2		2		2		2
AST 1				1								
AST TOTAL		118		112		114		112		112		112
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3								1		1		1
AST/SC 2								1		1		1
AST/SC 1												
AST/SC TOTAL								2		2		2
TOTAL		680		656		680		680		680		680
GRAND TOTAL		680		656		680		680		680		680

External personnel*Contract Agents*

Contract agents	Authorised 2019	Recruited as of 31/12/2019	2020 Authorised Budget	Agency Request Budget 2021	Draft Budget Request 2022	Envisaged 2023
Function Group IV	36	29	36	36	36	36
Function Group III	70	60	68	68	68	68
Function Group II			2	2	2	2
Function Group I						
TOTAL	106	89	106	106	106	106

Seconded National Experts

Seconded National Experts	Authorised 2019	Recruited as of 31/12/2019	2020 Authorised Budget	Budget 2021	Draft Budget request 2022	Envisaged 2023
Total	24	17	24	24	24	24

Table 3 – Recruitment forecasts 2021 following retirement/mobility or new requested posts

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Flight Crew Training ATO Expert	31/01/2021	No	AD 5 – AD9	AD6	N/A
Airworthiness Expert	31/01/2021	Yes (Partially)	AD 5 – AD9	N/A	N/A
Air Operations Expert	15/02/2021	No	AD 5 – AD9	N/A	N/A
Airworthiness Expert	31/03/2021	No	AD 5 – AD9	AD6	N/A
Software & Airborne Electronic Hardware Expert	30/04/2021	No	Under review ⁽¹⁾	Under review ⁽¹⁾	N/A
Senior Advisor to the Strategy & Safety Management Director	30/06/2021	No	Under review ⁽¹⁾	Under review ⁽¹⁾	N/A
Principal Coordinator Approvals & International Relations	31/08/2021	No	Under review ⁽¹⁾	Under review ⁽¹⁾	N/A

⁽¹⁾ **Under Review:** Pending corporate assessment of needs and scope of job remit/profile.

⁽²⁾ **COVID Impact:**

- The full impact of COVID-19 on the activities of the Agency represents a significant variable for the Agency in terms of both revenue and workload.
- In light of the uncertainties, the revised planning for F&C invoicing and potential constraints with regard cash recovery trends, the Agency has introduced a series of active measures to maintain a conservative planning through, amongst others, progressively downsizing the staff population, primarily through leveraging on leavers.
- The selective external recruitment policy as in 2020 shall continue to be applied and even further, strictly limited. The decision on replacement of leavers shall be based on a thorough assessment at corporate level on the prioritisation of needs, favouring internal mobility and temporary sharing of resources between units.

⁽³⁾ **Number of leavers:** The above list represents the confirmed retirees for 2021. EASA anticipates between 10-16 leavers per annum based on historical data.

⁽⁴⁾ **Inter-Agency Mobility:** Number of inter-agency mobility Year 2020 from and to the Agency: N/A.

V. Human Resources Qualitative

A. Recruitment Policy

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016		X	Management Board Decision 11-2019
Engagement of TA	Model Decision C(2015)1509		X	Management Board Decision 7-2015
Middle management	Model decision C(2018)2542		X	Management Board Decision 8-2019
Type of posts	Model Decision C(2018)8800		X	Management Board Decision 7-2019

B. Appraisal and reclassification/promotions

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560		X	Management Board Decision 4-2016
Reclassification of CA	Model Decision C(2015)9561		X	Management Board Decision 5-2016

Table 1 - Reclassification of TA/promotion of officials

Grades	Average seniority in the grade among reclassified						
	Year 2016	Year 2017	Year 2018	Year 2019	Year 2020*	Actual average over 5 years	Average over 5 years (According to decision C(2015)9563)
AD05	4.9	4.1	3.6	3.0		3.9	2.8
AD06	4.2	3.9	4.3	3.6		4.0	2.8
AD07	3.8	4.0	4.3	3.9		4.0	2.8
AD08	3.9	3.6	3.8	4.2		3.9	3
AD09	5.5	4.7	5.7	5.5		5.4	4
AD10	5.4	5.6	4.0	7.6		5.7	4
AD11	5.0	-	5.0	-		5.0	4
AD12	6.0	-	-	-		6.0	6.7
AD13		-	-	-			6.7
AST1	3.4	3.7	4.8	-		4.0	3
AST2	5.4	3.4	5.3	6.1		5.1	3
AST3	4.9	4.0	5.1	3.9		4.5	3
AST4	4.6	3.8	4.3	4.0		4.2	3
AST5	5.0	5.0	3.5	4.2		4.4	4
AST6		-	6.0	5.0		5.5	4
AST7		-	-	4.0		4.0	4
AST8							4
AST9							N/A
AST10 (Senior assistant)							5
AST/SC1							4
AST/SC2							5
AST/SC3							5.9
AST/SC4							6.7
AST/SC5							8.3

*In light of the COVID-19 crisis and cost savings measures which were introduced (see Part II-Section 3 – Financial & Human Resources for further information) no EASA staff were reclassified in 2020.

Table 2 - Reclassification of Contract Staff*

Function Group	Grade	Staff in activity at 01.01.2019	How many staff members were reclassified in Year 2019	Average number of years in grade of reclassified staff members (in 2019)	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17	0		-	Between 6 and 10 years
	16	1		-	Between 5 and 7 years
	15	11	3	4.4	Between 4 and 6 years
	14	11	1	2.8	Between 3 and 5 years
	13	0	-	-	Between 3 and 5 years
CA III	11	6	1	5.0	Between 6 and 10 years
	10	25	3	5.1	Between 5 and 7 years
	9	20	5	4.7	Between 4 and 6 years
	8	6	1	3.6	Between 3 and 5 years
CA II	6			-	Between 6 and 10 years
	5			-	Between 5 and 7 years
	4			-	Between 3 and 5 years
CA I	2			-	Between 6 and 10 years
	1				Between 3 and 5 years

*In light of the COVID-19 crisis and cost savings measures which were introduced (see Part II-Section 3 – Financial & Human Resources for further information) no EASA staff were reclassified in 2020. Comparative data on reclassification of contract staff provided for 2019 for information.

C. Gender Representation

Table 1 - Data on 31/12/2019 /statutory staff (only officials, AT and AC)

As of 31/12/2019		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level			96	12.9%	12	1.6%	108	14.5%
	Assistant level (AST & AST/SC)			90	12.1%	40	5.4%	130	17.4%
	Total			186	25.0%	52	7.0%	238	31.9%
Male	Administrator level			448	60.1%	17	2.3%	465	62.4%
	Assistant level (AST & AST/SC)			22	3.0%	20	2.3%	42	5.6%
	Total			470	63.1%	37	5.0%	507	68.1%
Grand Total				656	88.1%	89	11.9%	745	100%

Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management¹²

	2015		2019	
	Number	%	Number	%
Female Managers	2	8%	5	20%
Male Managers	23	92%	20	80%

NB: EASA gender balance measures:

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.
- Since January 2020, out of the 4 Directors in the Agency, 2 are female.

¹² Staff who is defined as middle manager by the applicable General Implementing provisions on middle management

D. Geographical Balance

Table 1 - Data on 31/12/2019 - statutory staff only (officials, AT and AC)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	6	0.8%	2	0.3%	8	1.1%
Belgium	27	3.6%	11	1.5%	38	5.1%
Bulgaria	9	1.2%	3	0.4%	12	1.6%
Croatia	4	0.5%	1	0.1%	5	0.7%
Cyprus	3	0.4%	0	0.0%	3	0.4%
Czech Republic	6	0.8%	1	0.1%	7	0.9%
Denmark	5	0.7%	1	0.1%	6	0.8%
Estonia	1	0.1%	0	0.0%	1	0.1%
Finland	10	1.3%	2	0.3%	12	1.6%
France	119	16.0%	17	2.3%	136	18.3%
Germany	112	15.0%	59	7.9%	171	23.0%
Greece	12	1.6%	19	2.6%	31	4.2%
Hungary	5	0.7%	4	0.5%	9	1.2%
Iceland	3	0.4%	0	0.0%	3	0.4%
Ireland	11	1.5%	3	0.4%	14	1.9%
Italy	84	11.3%	12	1.6%	96	12.9%
Latvia	4	0.5%	2	0.3%	6	0.8%
Lithuania	3	0.4%	1	0.1%	4	0.5%
Norway	1	0.1%	0	0.0%	1	0.1%
Poland	9	1.2%	12	1.6%	21	2.8%
Portugal	11	1.5%	1	0.1%	12	1.6%
Romania	24	3.2%	8	1.1%	32	4.3%
Serbia	1	0.1%	0	0.0%	1	0.1%
Slovakia	6	0.8%	1	0.1%	7	0.9%
Slovenia	5	0.7%	0	0.0%	5	0.7%
Spain	57	7.7%	6	0.8%	63	8.5%
Sweden	4	0.5%	1	0.1%	5	0.7%
the Netherlands	23	3.1%	3	0.4%	26	3.5%
Unit. Kingdom	8	1.1%	2	0.3%	10	1.3%
TOTAL	573	76.9%	172	23.1%	745	100.0%

Table 2 - Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	2015		2019	
	Number	%	Number	%
Germany	180	25.2%	17	23.0%

E. Schooling

Agreement in place with the European School(s) of:				
Contribution agreements signed with the EC on type I European schools	Yes	x	No	
Contribution agreements signed with the EC on type II European schools	Yes		No	x
Number of service contracts in place with international schools	6			

VI. Environment Management

EASA's strategy includes an enhancement and optimisation of the environmental footprint and performance of EASA and its facilities with the following main considerations/actions:

- **Building:** Since 2016 we moved to a certified building DGNB gold (German Sustainable Building Council), with technical features such as:
 - Well water cooling, centralized ventilation with heat recovery.
 - CAT 2+ certified Data Centre with app. 85% non-active cooling.
 - LED lights in conference areas.
 - E-chargers for cars and e-bikes.
- **Utilities:** The building, located at the main Cologne public transportation hub, optimises the use of energy and water consumption, and has centralized waste collection points for team spaces. We purchase 100% renewable energy.
- **Supplies:** We implemented the Green Public Procurement (GPP) tool for the selection of contractors, and have measures in place to reduce paper and office supplies consumption.
- **Canteen & Kitchens:** Fresh/on demand cooking is offered in our canteen, with focus on local products, the reduction of disposables and a minimized use of plastic & disposable containers.
- **Transportation:** We encourage cycling and the use of public transport by subsidising the transport ticket and offer flexible working time as well as teleworking.
- **Remote working:** The Agency also has invested and is to invest furthermore, in videoconference facilities as an incentive to reduce business travel. Since end of 2018 all staff have WebEx licences and a project to enhance videoconferencing facilities in the EASA conference centre is ongoing.
- **Travel:** EASA travel policy encourages use of public transport as much as possible, for both long distance (use train instead of rental or private car) and short trips (use local transport instead of taxi or car to go to the airport). In general, for trips up to 800km, where feasible, train travel is the preferred means of transport. EASA is participant in Deutsche Bahn business customers programme, which ensures that all energy used for business travel have been powered only by electricity from renewable sources. A review of EASA travel policy to strengthen the use of sustainable technology is ongoing.

VII. Building Policy

#	Building Name and type	Location	SURFACE AREA (m ²)	RENTAL CONTRACT							grant or support
			Office space	non- office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1a	EASA Brussels Office	Avenue de Cortenbergh 100, 1040 Brussels	944,39 (*)	11 indoor parking spaces	944,39 + 11 indoor parking spaces	215.008 (***)	From 06/12/2012 until 28/02/2021	Lease Agreement	y	Early termination with effect of 28/02/2021 (1 st early break date) and 29/02/2024 (2 nd early break date)	No
1b	EASA Brussels Office	Avenue de Cortenbergh 100, 1040 Brussels	540,66 (**)	10 m ² archive space + 6 indoor parking spaces	540,66 + 6 indoor parking spaces	135.951 (***)	9 years as of 01/03/2021	Lease Agreement	y	Early break date after the end of the sixth year at midnight, 28/02/2027	No
2	Neue Direktion Köln	Konrad-Adenauer-Ufer 3, Cologne	22.077	881	22.958	7,111,189 (****)	01.07.2016-30.06.2036	Lease Agreement	N		
TOTAL			23.562 m ²	891 m ² + 17 Parking Spaces	24.443 m ² + 17 Parking Spaces	7,462,148					

(*) 944,39 m² consist of 540,66 m² office space on the 1st floor and 403,73 m² office space (meeting rooms) on the ground floor of the building

(**) 540,66 m² is the office space on the 1st floor of the building

(***) service charges, insurances, taxes are not included

(****) rent indexation applicable every 2 years, next indexation as of 01.01.2021.

VIII. 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 EC and the Belgium Minister of Foreign Affairs	Access to the crèche / kindergarten, garderie post-scolaire and European Schools of the EU 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. Since AUG/SEP 2021 no ceilings are applicable for staff with children enrolled in international schools with EASA service contract. However for the time period 01.09.2020-31.05.2021 the staff is subject to a monthly contribution of 2% of their net salary, notwithstanding the number of children enrolled. Further change of the school fees payment policy should follow as of 01.06.2020.	
Agreement between EASA & KVB (the company offering public transport services in the Cologne area)	EASA has subscribed to a solidarity schema with KVB, where EASA purchases a public transport ticket for all staff members located in Cologne to a reduced rate. Interested staff members can subscribe to “their” ticket for this reduced rate. The cost of the season ticket is deducted on a monthly basis from the EASA employees’ salaries, whereas EASA pays for the non-used tickets – staff members going on mission and have not subscribed, can receive “their” ticket free of charge for the duration of mission.	
FWC between EASA and a relocation company	EASA staff members can benefit from the services of a relocation company (once for 20hrs) to help them finding an accommodation and settling in the Cologne area.	

IX. Evaluations

The Agency has developed and monitors its EASA Management Standards that are assessed once a year.

The 2020 Assessment was conducted resulting in confidence that the internal controls and the conditions for improving the conditions of implementation of operations and promoting sound financial management have been implemented, are monitored and are systematically improved. Furthermore, in accordance with EASA Management Standard 20, several perception-based self-assessments, encompassing all the Agency activities, have been conducted for the period ending 31 December 2019.

In addition 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. A similar evaluation is planned to be repeated in 2022.

X. Strategy for the Organisational Management and Internal Control Systems (Including Anti-Fraud)

The internal control standards of the Agency include the internal control framework of the European Commission, consisting of five internal control components and 17 principles, and the international quality standards (ISO 9001), resulting in 22 EASA Management Standards.

The Integrated Management System of the Agency was recertified against the ISO 9001:2015 standard in 2019. The auditors identified no nonconformity. The Agency directors reviewed the effectiveness of the management system during the 'Management Review' meeting. On that occasion, the results of the Integrated Management System were presented and improvement actions were submitted for approval. In 2019, based on all these activities, it was concluded that the internal control system fully complies with the Agency's Management Standards.

XI. Plan for Grant, Contribution or Service-Level-Agreements

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.

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 2021-2024.

		General Information	Financial and HR impacts			
Project	Signature Date // Amount // Duration // Counterpart	Short Description		2021	2022	2023
Grant agreements						
1. Data4Safety (D4S) programme - Big Data for Aviation - Grant 1 <i>MOVE/E4/SUB/CEF/PSA/2016-637/2017-407/SI2.764098/SI2.764101</i>	Actual-Expected Signature date: Nov-2017 //Total amount: € 5,000 k //Duration*: 2017-2021 //Counterpart: DG MOVE	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 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.	Amount **	€-		
			Number CA***	FTE -		
			Number SNE****	FTE -		
2. Data4Safety (D4S) programme - Big Data for Aviation - Grant 2 <i>MOVE/E4/SUB/CEF/PSA/2019-39/SI2.807751</i>	Actual-Expected Signature date: May-2019 //Total amount: € 5,000 k //Duration*: 2019-2022 //Counterpart: DG MOVE	Expansion of the scope of the Data4Safety programme as envisaged under Grant Agreement 1 and development of ECCAIRS 2.	Amount **	€2,500,000	€500,000	
			Number CA***	FTE -		
			Number SNE****	FTE -		
3. "OPTICS2" project		Observatory of safety and security research for aviation	Amount **	€-		

	Actual-Expected Signature date: Oct-2017 //Total amount: € 140 k //Duration*: 2017-2021 //Counterpart: INEA		Number CA***	FTE -		
			Number SNE****	FTE -		
4. "ENGAGE" project	Actual-Expected Signature date: Jan-2018 //Total amount: € 37 k //Duration*: 2018-2021 //Counterpart: SESAR JU	Networking between research org. to improve linkage between exploratory research and operational needs and transport policy.	Amount **	€12,500		
			Number CA***	FTE -		
			Number SNE****	FTE -		
5. EU-EaP/CA Aviation Project (TRACECA 3)	Actual-Expected Signature date: Dec-2015 //Total amount: € 5,000 k //Duration*: 2016-2021 //Counterpart: DG DEVCO	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.	Amount **	€-	€-	€-
			Number CA***	FTE -		
			Number SNE****	FTE -		
6. EU-EaP/CA Aviation Project (TRACECA 4)	Actual-Expected Signature date: Expected to be signed in 2021 (after TRACECA 3) //Total amount: € 5,000 k //Duration*: 2022-2025 //Counterpart: DG DEVCO	The project is to support the implementation of aviation agreements concluded or being negotiated with countries in the region. One of the aims of the aviation agreements is for the countries to align to the EU aviation acquis, This is not only important from the point of view of the extending the European standards but also in terms of safety and security of the passengers (both of the EU and the EaP countries).	Amount **	€-	€1,250,000	€1,250,000
			Number CA***	FTE -		
			Number SNE****	FTE -		
Total Grant agreements			Amount **	€2,512,500	€1,750,000	€1,250,000
			Number CA***	FTE -	FTE -	FTE -
			Number SNE****	FTE -	FTE -	FTE -
Contribution agreements						
1. EU-SEA CCCA CORSIA: EU-South East Asia Cooperation on mitigating Aviation Environmental and Climate Change Impacts	Actual-Expected Signature date: Aug-2019 //Total amount: € 4,000 k //Duration*: 2019-2022 //Counterpart: FPI - Delegation of the EU to Thailand	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in South East Asia in the areas of civil aviation environment and climate change.	Amount **	€1,111,111	€1,111,111	€-
			Number CA***	FTE 1	FTE 1	
			Number SNE****		FTE 1	
			Amount **	€1,741,342	€1,741,342	€-

2. CORSIA Africa & the Caribbean: Capacity building for CO2 mitigation from international aviation In Africa and the Caribbean	Actual-Expected Signature date: Dec-2019 //Total amount: € 5,000 k //Duration*: 2019-2022 //Counterpart: DG DEVCO	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in Africa in the areas of civil aviation environment and climate change. This will be a follow-up of a previous project finance by DG DEVCO and implemented by ICAO.	Number CA*** Number SNE****	FTE 1		
3. EASA – IPA 5 Programme on aviation safety	Actual-Expected Signature date: Feb-2020 //Total amount: € 840 k //Duration*: 2020-2023 //Counterpart: DG NEAR	The overall objective of the action is to increase IPA beneficiary countries compliance with the EU aviation acquis. The specific objective of the action is to increase capability for transposition of EU aviation acquis.	Amount ** Number CA*** Number SNE****	€- FTE 0	€- FTE 0	€- FTE 0
4. EUROMED 2: Euro Med Transport Aviation Project (ETAP)	Actual-Expected Signature date: Mar-2020 //Total amount: € 3,000 k //Duration*: 2020-2024 //Counterpart: DG NEAR	In line with the European Neighbourhood Policy (ENP) and the Aviation Strategy for Europe, this project will develop and support the Euro Mediterranean Southern neighbourhood countries, by strengthening institutional links, promoting regulatory harmonisation, addressing capacity limitations and supporting environmental protection and climate change action. It will promote harmonised policy, standards and best practice in order to support the development of a wider Common Aviation Area (CAA).	Amount ** Number CA*** Number SNE****	€666,667 FTE 1	€666,667 FTE 1	€666,667
5. PAGIRN: Programme d'Appui à la Gestion des Infrastructures Régionales et Nationale -Support Programme for the Regional and National Infrastructure Management (3 years)	Actual-Expected Signature date: Expected to be signed in Q4 2020 //Total amount: € 1,700 k //Duration*: 2020-2023 //Counterpart: DEVCO (11th EDF) – Republic of Chad	The objective of this project is to further operationalise the RSOO of Central Africa: ASSA-AC (Agence de Supervision de la Sécurité Aérienne en Afrique Centrale). It will focus on drafting the AMC and GM, in line with the already developed implementing regulation (adapted from the EU regulation) and provide further training, especially helping the region to carry out the training itself.	Amount ** Number CA*** Number SNE****	€600,000 FTE 0	€700,000 FTE 0	€400,000 FTE 0
6. UKRAINE 2: EASA-SAAU Airworthiness Convergence Project – Ukraine 1 follow up - 4 years	Actual-Expected Signature date: Expected to be signed in 2021 //Total amount: € 1,000 k //Duration*: 2020-	Enhance the confidence building and awareness, established through the implementation of the convergence document, in order to achieve convergence of the Ukrainian initial and continuing airworthiness certification system with the applicable EU requirements	Amount ** Number CA*** Number SNE****	€250,000 FTE 0	€250,000 FTE 0	€250,000 FTE 0

	2023 //Counterpart: EU Delegation to Ukraine					
7. SAATM (Single African Air Transport Market) - 4 years	Actual-Expected Signature date: Expected to be signed in 2021 //Total amount: € 5,000 k //Duration*: 2021-2024 //Counterpart: DG DEVCO	The overall objective is to support the implementation of the Single African Air Transport Market (SAATM) as a means to strengthen aviation in Africa in view of Africa's economic and social development.	Amount ** Number CA*** Number SNE****	€1,250,000 FTE 1	€1,250,000 FTE 1	€1,250,000 FTE 1
8. EU – North Asia Civil Aviation Cooperation Programme (CHINA follow up) - 3 years	Actual-Expected Signature date: Expected to be signed in 2021 //Total amount: € 7,000 k //Duration*: 2021-2024 //Counterpart: FPI	North Asia in the domain of civil aviation. Furthering European aviation interests in the region will be achieved through enhanced dialogue with national authorities, regional regulatory convergence towards EU standards and best practices, and technical exchanges with industry. The promotion of EU policy, technologies and standards in aviation safety and environmental protection will facilitate a more secure, more compatible and less restricted market for European industry.	Amount ** Number CA*** Number SNE****	€2,333,333 FTE 2	€2,333,333 FTE 2	€2,333,333 FTE 2
9. EU-SOUTH ASIA APP II (South Asia follow up) 3 years	Actual-Expected Signature date: Expected to be signed in 2021 //Total amount: € 5,500 k //Duration*: 2021-2024 //Counterpart: FPI	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.	Amount ** Number CA*** Number SNE****	€1,833,333 FTE 1	€1,833,333 FTE 1	€1,833,333 FTE 1
10. ARMENIA (4 years)	Actual-Expected Signature date: Expected to be signed in 2021 //Total amount: € 6,000 k //Duration*: 2021-2024 //Counterpart: DG NEAR	Support to address Armenia's aviation safety oversight deficiency. Support the country in its efforts to align its aviation regulations with the EU acquis	Amount ** Number CA*** Number SNE****	€2,000,000 FTE 2	€2,000,000 FTE 2	€2,000,000 FTE 2
11. EU LAC II (follow up EU LAC 1) - 3 years	Actual-Expected Signature date: Expected to be signed in 2022 //Total amount: € 4,000 k //Duration*: 2022-2024 //Counterpart: FPI	Enhance political, economic and environmental partnership between the EU and LAC region in the domain of civil aviation.	Amount ** Number CA*** Number SNE****	€- FTE 1	€1,333,333 FTE 1	€1,333,333 FTE 1
12. Contribution Agreement Environmental Labelling MOVE/E1/SUB/2020-743/SI2.831860	Actual-Expected Signature date: Jul-2020 //Total amount: € 1,500 k //Duration*: 2020-2023 //Counterpart: DG MOVE	The purpose of this Agreement is to provide a contribution for the implementation of the Entrusted Tasks identified under the Pilot Project "Environmental labelling for aviation". Notably, tasks identified under the Environmental labelling for aviation - Demonstration project for the development/feasibility of an environmental labelling system in aviation.	Amount ** Number CA*** Number SNE****	€- 	€586,500 	€96,900
			Amount **	€12,000,000		

13. EC-EASA Contribution Agreement Research MOVE/B3/SUB/2020-243/\$12.826742	Actual-Expected Signature date: Mar-2020 //Total amount: € 13,000 k //Duration*: 2020-2024 //Counterpart: DG MOVE	The purpose of this Agreement is to provide a contribution by the Contracting Authority for the implementation of the Entrusted Tasks identified under the European Framework for Research and Innovation (the entrusted tasks'). Notably, tasks identified under the 2018-Programme 2020 Work programme (Commission Implementing Decision C(2019)4575) implementing the Horizon 2020 Specific Programme: Actions relating to aviation safety research to prepare future regulation within the specific objective "Other Actions" of Part 11 "Smart, green and integrated transport".	Number CA***			
			Number SNE****			
14. 1st Extension EC-EASA Contribution Agreement Research	Actual-Expected Signature date: Expected to be signed in 2021 //Total amount: € 12,000 k //Duration*: 2021-2023 //Counterpart: DG MOVE	Contribution Agreement to implement the Agency's selected research priorities	Amount **	€-	€12,000,000	
			Number CA***		FTE 1	
			Number SNE****			
15. 2nd Extension EC-EASA Contribution Agreement Research	Actual-Expected Signature date: Expected to be signed in 2022 //Total amount: € 12,000 k //Duration*: 2022-2024 //Counterpart: DG MOVE	Contribution Agreement to implement the Agency's selected research priorities	Amount **	€-		€12,000,000
			Number CA***			FTE 1
			Number SNE****			
New Contribution Agreements	Actual-Expected Signature date: Expected to be signed from 2022 //Total amount: € 12,000 k //Duration*: 2022-2024 //Counterpart: DG MOVE, DG NEAR, FPI	New Contribution Agreement to implement projects in the research and technical cooperation Activities	Amount **	€-	€3,063,380	€7,406,433
			Number CA***		FTE 9	FTE 10
			Number SNE****			
Total Contribution agreements			Amount **	€23,785,786	€28,869,000	€17,570,000
			Number CA***	€12	€20	€19
			Number SNE****	FTE -	FTE 1	FTE -
Delegation agreements						
1. EU China Aviation Partnership Project	Actual-Expected Signature date: Sep-2015 //Total amount: € 10,000 k //Duration*: 2015-2021 //Counterpart: FPI	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.	Amount **	€-	€-	€-
			Number CA***	€3		
			Number SNE****			
			Amount **	€118,963	€-	€-

2. Zambia – Aviation Sector Support Programme II	Actual-Expected Signature date: Oct-2017 //Total amount: € 1,800 k //Duration*: 2017-2021 //Counterpart: DEVCO - EU Delegation to Zambia	The overall objective of this project is to develop a reliable and effective aviation sector capable of contributing to economic growth in Zambia. The specific objective is to improve compliance with international aviation standards, especially in terms of both air safety and security oversight	Number CA***	€0		
			Number SNE****			
3. EU South East Asia Aviation Partnership Project	Actual-Expected Signature date: Jan-2018 //Total amount: € 7,500 k //Duration*: 2018-2021 //Counterpart: FPI	The overall objective is to enhance political, economic and environmental partnership between the EU and South East Asia in the domain of civil aviation. The specific purpose is to align EU and South East Asia policy in the field of civil aviation, facilitate market access for EU aviation industry and minimise the impact of aviation on the environment and climate change. Areas of intervention will include regulatory convergence, and preparation and support for implementing the EU-ASEAN comprehensive air transport agreement and a Global Market Based Measure (GMBM) for carbon neutral growth. The project will also raise the profile and visibility of the EU as a centre of aviation excellence when engaging in this partnership.	Amount **	€490,500	€-	€-
			Number CA***	€2		
			Number SNE****			
4. EU Latin America Cooperation on Civil Aviation (EU LAC)	Actual-Expected Signature date: Jan-2018 //Total amount: € 7,000 k //Duration*: 2018-2021 //Counterpart: FPI	The EU-LAC Aviation Partnership Project is funded by the European Union and implemented by the European Aviation Safety Agency (EASA) to enhance political, economic and environmental partnership between the EU and LAC region in the domain of civil aviation.	Amount **	€795,592	€-	€-
			Number CA***	€2		
			Number SNE****			
5. ARISE PLUS	Actual-Expected Signature date: Dec-2017 //Total amount: € 5,000 k //Duration*: 2018-2021 //Counterpart: DG DEVCO - EU Delegation to Thailand	Support the development of the ASEAN Single Aviation Market, and in particular aviation safety, security and, air traffic management which are key priorities outlined under the Kuala Lumpur Transport Strategic Plan 2016-2025 adopted by the ASEAN Transport Ministers in November 2015. This project will also address environmental protection issues, shall enhance the air transport market and will provide support for an EU-ASEAN comprehensive air transport agreement.	Amount **	€1,296,125	€-	€-
			Number CA***	€1		
			Number SNE****			
6. EU-Africa Safety in Aviation (EU-ASA)	Actual-Expected Signature date: Feb-2019 //Total amount: € 5,000 k //Duration*: 2019-2022 //Counterpart: DG DEVCO	The overall objective is to improve aviation safety in Africa. The specific objective of the EU-Africa Safety in Aviation action is to assist African Member States to meet their obligations under the Chicago Convention to establish an effective aviation safety oversight system.	Amount **	€3,211,640	€-	€-
			Number CA***	€1		
			Number SNE****			
7.SOUTH ASIA APP	Actual-Expected Signature date: Dec-2016 //Total amount: € 7,500 k		Amount **	€525,000	€-	€-
			Number CA***	FTE 2		

	//Duration*: 2016-2020 //Counterpart: FPI		Number SNE****			
Total Delegation agreements			Amount **	€6,437,820	€-	€-
			Number CA***	FTE 12	FTE -	FTE -
			Number SNE****	FTE -	FTE -	FTE -
Collaboration agreements						
1. Research Collaboration agreements (15 on-going and 13 in preparation)	Actual-Expected Signature date: Several projects //Total amount: € 1,009 k //Duration*: Several dates //Counterpart: A Number of EU Entities including public & private, such as: Universities, national research institutions, or Manufacturers	Research projects in different domains	Amount **	€180,000	€150,000	€80,000
			Number CA***	FTE 1	FTE 1	FTE 0
			Number SNE****			
2. Horizon 2020 / National Programmes research collaboration agreements (future projects)	Actual- Expected signature date: 2021-2024 //Total amount: € 900 k //Duration*: 2021-2026 //Counterpart: In preparation	Research projects in different domains	Amount **	€150,000	€170,000	€170,000
			Number CA***	FTE 1	FTE 1	FTE 1
			Number SNE****			
Total Collaboration agreements			Amount **	€330,000	€320,000	€250,000
			Number CA***	FTE 2	FTE 2	FTE 1
			Number SNE****		FTE -	
TOTAL			Amount **	€33,066,107	€30,939,000	€19,070,000
			Number CA***	FTE 25	FTE 22	FTE 21
			Number SNE****	FTE -	FTE 1	FTE -

XII. Strategy for Cooperation with Third Countries and/or 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. Almost 200 such WAs and other cooperation agreements of various scope have been concluded with some 45 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. A further two BASA's with China and Japan entered into force in 2020. 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 (at the time of drafting), 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. Pending the outcome of the BREXIT negotiations, in the case that the EU and the UK were to conclude a trade agreement, a BASA with the UK would therefore likely also be pursued.

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 is continuously strengthening 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 abroad 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 (e.g. Latin-America).

XIII. Risk Register 2021

Key:

Description: Description of risk including potential causes and consequences
 Likelihood: L (Low), M (Medium), H (High)
 Impact: L (Limited), S (Significant), C (Catastrophic)
 Score: L (Low), M (Medium), H (High)

Critical Risks

Ref.:	Description	Controls	Likelihood, Impact & Score	Actions	Owner	Deadline
R01	Information Security Description: Partial protection of information managed by the Agency, including third party information, to an adequate level of security. Potential cause(s): <ul style="list-style-type: none"> - Incomplete protection framework for third-party information handled within the Agency. - Measures established only on IT 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. Potential consequence(s): <ul style="list-style-type: none"> - Possible short-term disruption. - Additional delays implementing Work Programme. - Reputational damage. - Loss/leakage or manipulation/destruction of information. - Financial damage. - Political criticism and pressure. 	<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. 	Likelihood H Impact C Score H	<ul style="list-style-type: none"> - Implement Information Security roadmap following ExCom approval. 	ED	12/2021

Ref.:	Description	Controls	Likelihood, Impact & Score	Actions	Owner	Deadline
R02	Emergency Management Description: Lack of / or inappropriate response to an emergency/crisis. Potential cause(s): Unpredictable event (e.g. political, natural, financial, pandemic). Potential consequences(s): <ul style="list-style-type: none"> - Aviation system total or partial breakdown. - No or erroneous internal and/or external communication. - Inappropriate perception of the situation. - Reputational damage. - Safety issues. - Financial sustainability of the Agency. 	<ul style="list-style-type: none"> - Emergency management preparation - Emergency/Crisis cell - Participation in the European Crisis Control Group. 	Likelihood M Impact C Score H	<ul style="list-style-type: none"> - Revise emergency management procedure (incorporating also lessons learned from COVID-19 pandemic). 	ED	12/2021
R03	Legal Liability Description: The Agency or its staff is found guilty and/or civil/criminal liability is engaged. Potential cause(s): <ul style="list-style-type: none"> - 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 time specified by an Airworthiness Directive. - Erroneous acceptance of alternative means of compliance to airworthiness directives. 	<ul style="list-style-type: none"> - 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. - Chief Experts / PCMs and Senior Experts / PCMs matrix in place. 	Likelihood L Impact C Score H	<ul style="list-style-type: none"> - Create a certification monitoring process, also covering outsourced tasks. - Staff training. - Set up competency matrix. - Set up of knowledge management database. - Simplification of processes. - Implement the resulting actions stemming from the B737 Max Lessons Learnt exercise to enhance the overall Certification process. 	CT	12/2021

Ref.:	Description	Controls	Likelihood, Impact & Score	Actions	Owner	Deadline
	<ul style="list-style-type: none"> - 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):</p> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Product Safety Boards for Continuing Airworthiness issues. 				
R04	<p>UK withdrawal from EU</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>	<ul style="list-style-type: none"> - N/A 	<p>Likelihood H</p> <p>Impact C</p> <p>Score H</p>	<ul style="list-style-type: none"> - Work closely with the Commission to define appropriate mitigating measures. - Prepare EASA for British organisations' applications as third Country. 	ED	12/2021
R05	<p>Security incidents impacting the accessibility of business critical applications</p> <p>Description: The security in the information technology environment is of a crucial importance for running business critical applications.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Insufficient capacity in the domain of IT security. - Fluctuation of resources responsible for IT security (loss of knowledge). <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - Business critical applications for external and internal stakeholders might not be available for the period until the threat is removed. - In case of high risk and in case of security breach the IT resources are re-allocated to remove the threat or fix the security issue. With the 	<ul style="list-style-type: none"> - The monitoring of security threats is an on-going activity, but is taking resources from other activities and is especially when the number of security breach attempts is high takes resources from other activities. 	<p>Likelihood H</p> <p>Impact S</p> <p>Score H</p>	<ul style="list-style-type: none"> - Strengthen IT security team and avoid fluctuation of resources as much as possible. 	RS	N/A

Ref.:	Description	Controls	Likelihood, Impact & Score	Actions	Owner	Deadline
	limited resources this activities are consuming resources from other planned activities and is consequently slowing them down (e.g. digitalisation).					
R06	Safety Investigations Support to safety investigations and management of Safety Recommendations Description: Failure to support the safety investigations led by the SIAs of the MS as per the requirements of Regulation (EU) 996/2010 and duly manage the responses to Safety Recommendations, as well as to monitor the progression of the mitigating actions associated to them. Potential cause(s): <ul style="list-style-type: none"> - End of Secondments not timely replaced. - Lack of adequate number of qualified staff to deal with the usual amount of data processed by Agency in these domains. Potential consequence(s): <ul style="list-style-type: none"> - Significant impact on the reputation of the Agency. - Detrimental effect on the internal Safety Risk Management. - Potential infringement of EU Regulation requirements. 	<ul style="list-style-type: none"> - The investigation team has historically counted on a significant number of SNEs, but the current financial uncertainties put in high risk this practice. Remedial actions such as staff redeployment need to be considered to avoid a sudden and drastic fall of the available resources, below the critical mass required to ensure the business continuity in this sector. 	Likelihood H Impact M Score M	<ul style="list-style-type: none"> - Implement sustainable staffing measures for the activity to mitigate risk. 	SM	Continuous
R07	Safety Data Management Description: Failure to timely process the incoming Safety Reports submitted to EASA in our role of Competent Authority per Regulation (EU) 376/2014 and duly manage the FS & CT investigations and create and follow up actions initiated by the Agency. Potential cause(s): <ul style="list-style-type: none"> - Open position not filled since 2019, temporary solution to fill position with specialised interims has been stopped due to Agency revised policy on interims. - Lack of adequate number of qualified staff to deal with the usual amount of data to be processed by Agency in these domains. Potential consequence(s): <ul style="list-style-type: none"> - Significant impact by not being able to timely process all incoming Safety reports which could have a negative impact on Aviation Safety. 	<ul style="list-style-type: none"> - Consider an internal redeployment (e.g. CEI to backfill the open post). 	Likelihood H Impact H Score H	<ul style="list-style-type: none"> - Implement sustainable staffing measures for the activity to mitigate risk. 	SM	Continuous

Ref.:	Description	Controls	Likelihood, Impact & Score	Actions	Owner	Deadline
	<ul style="list-style-type: none"> - The SDM process KPI (process 85% of incoming reports within 4 working days) is not being met in 2020 and is predicted to further decrease in view of increased volume of incoming reports from ECTL and Wizz (Art 65). - Detrimental effect on the Organisational approvals and Continued Airworthiness processes. - Potential infringement of EU Regulation requirements. 					
R08	<p>ECCAIRS 2</p> <p>Description: Failure to manage the global ECCAIRS 2 programme as of the Operational phase starting Jan.2021 (Development phase ending Dec.2020).</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of budget /funds as identified by the CIOB to allow the continued support and development of the ECCAIRS 2 toolset - Lack of allocation to IT of the identified two (2) Contract Agents for the operations of ECCAIRS 2. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - Significant impact by not being able to have a stable running and evolving of the ECCAIRS 2 toolset. - Detrimental effect on the EU MS, ICAO and third country States joining in 2021. - Potential discussions with EC when not meeting expectations of ECCAIRS 2 support. 	<ul style="list-style-type: none"> - The CIOB and IT to ensure to get the required human and budgetary resources secured as of Jan-2021. 	<p>Likelihood H</p> <p>Impact M</p> <p>Score M</p>	<ul style="list-style-type: none"> - Introduce adequate measures to oversee the implementation of the programme and means to react/escalate in case of issues. 	SM	N/A
R09	<p>Cash Flow and Balanced Budget</p> <p>Description: Insufficient income to cover the agency's expenditure.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Force Majeure (e.g.COVID-19). - Lowered industry activity. - Global economic slowdown/recession. - Decrease in applications and invoicing volumes combined with delayed payments of F&C. <p>Potential consequence(s):</p>	<ul style="list-style-type: none"> - Regular detailed follow-up on cash flow evolution 	<p>Likelihood M</p> <p>Impact S</p> <p>Score M</p>	<ul style="list-style-type: none"> - Cost-saving actions taken across the agency. - Pro-active engagement with industry to ensure payments. - Regular communication with the commission to 	RS	Continuous

Ref.:	Description	Controls	Likelihood, Impact & Score	Actions	Owner	Deadline
	<ul style="list-style-type: none"> - Cash flow shortage. - Failure to maintain the needed balance to cover the accounts payables, leading to late interest fees and/or legal issues. 			provide timely information in case granting of the balancing budget from the subsidy is necessary.		

Non-Critical Risks

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
R10	<p>Monitor Application of Regulations and Implementing Rules</p> <p>Standardised safety level in Europe and associated Member States</p> <p>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. 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.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of adequate resources. - Implementation of new concepts (e.g. SMS, OSD, risk based oversight, etc.). - Impossibility / inability to perform inspections on site to check critical issues. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - 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. 	<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). - IORS. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	FS
R11	<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"> - 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. 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>L</p>	ED

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<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):</p> <ul style="list-style-type: none"> - 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. 			
R12	<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. - Lack of internal coordination within and across directorates. - Organisation not yet adapted to manage EAR and IT. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - Loss of business opportunities. - Delay of states and military applications. - Personnel penalties, from USA administration to EASA staff. - EASA exempted from EU/NATO classified information. 	<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 with classified information. 	<p>Likelihood M</p> <p>Impact S</p> <p>Score M</p>	ED
R13	<p>Managing External Communication</p> <p>Description: Ineffective message management.</p> <p>Potential cause(s):</p>	<ul style="list-style-type: none"> - Stakeholder satisfaction survey. - Centralised communication. - Communication monitoring. 	<p>Likelihood L</p> <p>Impact</p>	ED

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<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):</p> <ul style="list-style-type: none"> - Relevance of EASA brought into question. - Incorrect perception of EASA. - Reputational damage. - Legal damage. 	<ul style="list-style-type: none"> - Communication Policy and internal work instructions. - Centralised EASA web-site management. - Ad hoc internal groups for specific events. 	<p>L</p> <p>Score</p> <p>L</p>	
R14	<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. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - Delays in Work Programme. - Distractions from core business. - Demotivation of staff members. - Increased workload. - Diverted resources. - Reputational damage. - Safety issues. - Financial cost. 	<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. 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>L</p>	RS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
R15	Transversal & Enabling Services 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): <ul style="list-style-type: none"> - Inadequate financial and/or human resources access. - Timely and inadequate provision of travel security advice. - Negative priorities established in the SPD. Potential consequence(s): <ul style="list-style-type: none"> - Applications delayed. - Financial impact. - Operational impact. Security impact (IT, building and travel). - Reputational impact. - Health and Safety of travellers. 	<ul style="list-style-type: none"> - European Commission travel security advice. - De-prioritization of service areas (in agreement with the business). - Further outsourcing of activities (when budget is available). 	Likelihood M Impact S Score M	RS
R16	European Big Data Programme – Data4Safety Description: Insufficient number of cooperative candidate members. Lack of willingness of safety data owners to join the programme and share the data. Potential cause(s): Lack of trust of potential members. Potential consequence(s): <ul style="list-style-type: none"> - Failure of the project. - Europe staying less advanced than other regions regarding safety data collection and analysis capabilities, and big data technologies. 	<ul style="list-style-type: none"> - 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. 	Likelihood M Impact S Score M	SM
R17	Safety Analysis & Management of Safety Risks 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): <ul style="list-style-type: none"> - Insufficient quantity of safety or exposure data. - Insufficient safety analysis resources. Potential consequence(s):	<ul style="list-style-type: none"> - Safety analysis process. - Safety risk management process. - Network of Analysts. - Implementation of Regulation (EU) 376/2014. - Implementation of Regulation (EU) 996/2010. - Close collaboration with information security officer. 	Likelihood M Impact S Score M	SM

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
R18	<ul style="list-style-type: none"> - Agency decision making processes not supported by quality safety analysis. - Potential for un-addressed or inadequately addressed safety issues. 			
	<p>Management of 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> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Safety risk management process. - Occurrence reporting, accident follow-up and safety recommendations. - Product and organisation oversight. - Standardisation. - EPAS process, rulemaking. - Safety promotion. - Data4Safety programme. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	SM
R19	<p>Transformation Programme</p> <p>Description: Support for the programme is insufficient to achieve the deep, sustainable changes needed to adapt to the new operating environment.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Failure to identify, recognise or accept relevant indicators of a changing environment. - Programme is not resourced to the level required to create momentum and achieve results. - Local recovery actions are given higher priority than cross-cutting corporate initiatives. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - Short term improvements give way to unsustainable cost increases in the medium term. 	<ul style="list-style-type: none"> - Head of Transformation is a member of the Executive Committee. - Programme is driven from the Executive Directorate. - Transformation has been prioritised in the context of the recovery phase, with (reduced) funding and resources assigned. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	ED

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - The agency falls short when faced with challenging new requirements or innovations designed by Member States or industry to drive economic recovery. 			
R20	<p>Research Strategy</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):</p> <ul style="list-style-type: none"> - Conflicting interests and priorities. - Insufficient indirect access to EU research funding. - 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. 	<p>Likelihood M</p> <p>Impact M</p> <p>Score M</p>	SM
R21	<p>Safety Promotion</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 therefore 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. - 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):</p> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - EPAS which defines Safety Promotion Plan and identifies the targeted audience of every deliverable and specifies the communication tools to be used. - Quality assurance via internal and external audits. - Strong links with stakeholders across Safety Promotion networks and initiatives. - Continual monitoring of comments on social media and the Community Sites for audience opinion and monitoring of reach versus intended audience. 	<p>Likelihood L</p> <p>Impact L</p> <p>Score L</p>	SM

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
R22	<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(s):</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):</p> <ul style="list-style-type: none"> - Sub-optimal use of Agency resources. - Delayed publication of programming documents. - Wrong strategic decisions are taken. - Resources are allocated to false priorities. 	<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. 	<p>Likelihood M</p> <p>Impact S</p> <p>Score M</p>	ED
R23	<p>Recruitment and Retention of Sufficient and Competent Staff</p> <p>Description: Failure to identify the future needs of the Agency in terms of workforce and competences and most efficient ways to fulfil the future needs of the Agency. Failure to define and achieve Service Level Agreements in the area of administrative and support services.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - 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. <p>Potential consequence(s):</p>	<ul style="list-style-type: none"> - Recruitment procedures. - Assessment Centre. - Planning process (BP/WP/Staff Policy Plan/Budget). - Annual general training and technical training planning (training maps). - Policies on skills retention, internal mobility and high-level training. 	<p>Likelihood M</p> <p>Impact S</p> <p>Score M</p>	RS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - 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. 			
R24	<p>Insufficient Support from External Stakeholders</p> <p>Description: Failure to have the right level of strategic, political and technical support from external stakeholders e.g. Member States, Member States Advisory Body (MAB), industry, industry Stakeholder Advisory Body (SAB) and European Commission.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Insufficient coordination of strategic, political and technical input from stakeholders. - Insufficient resources invested in showing the benefits of activities implemented. - 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):</p> <ul style="list-style-type: none"> - Delay in adoption of rulemaking deliverables. - Relevance of EASA brought into question. 	<ul style="list-style-type: none"> - Article 115 of BR. - Rules of procedure for MAB (MB Decision 19/2015) and SAB (MB Decision 20/2015) as well as MB Decision 01-2016. - Proactive management and monitoring of stakeholders. - Centralised communication with advisory bodies and other external parties. - Ad hoc meetings with stakeholders. 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>L</p>	ED

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - Incorrect perception of EASA. - Reputational damage. - Legal damage (stakeholders' complaints). - Demotivation of staff members. 			
R25	<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):</p> <ul style="list-style-type: none"> - Short-term disruption. - Delays implementing Work Programme. - Reputational damage. - Loss of knowledge. - Financial damage. - Political criticism and pressure. 	<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. 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>L</p>	ED
R26	<p>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). - DR procedures not tested due to initial stage of the Agency business continuity framework. 	<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 defined. 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>L</p>	ED

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - 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):</p> <ul style="list-style-type: none"> - No recovery in case of disaster. - Financial impact. - Operational impact. - Reputational impact. 			
R27	<p>Digitalisation</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):</p> <ul style="list-style-type: none"> - Financial impact. - Delayed implementation of new digital way off working (decreased added value to the business). - IT organisation impact (competence – size). - IT security. 	<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. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>L</p> <p>Score</p> <p>M</p>	RS
R28	<p>National Aviation Authority (NAA) & Qualified Entity (QE) Outsourcing</p> <p>Description: Actual workload volumes and types diverge significantly from the baseline forecast especially in light of the Covid-19 pandemic. Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes. Bilateral agreements affect overall workload and impact NAA outsourcing strategy.</p>	<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. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	RS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	Potential cause(s): <ul style="list-style-type: none"> - Lack of external experts (capacity issue). - Lack of control over the work performed by external experts. Potential consequence(s): <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Contract change control process. - Active project monitoring. 		
R29	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): <ul style="list-style-type: none"> - Lack of financial and human resources. - Negative priorities established in the SPD. Potential consequence(s): <ul style="list-style-type: none"> - Findings from auditors with consequent delays in discharge from the Budgetary Authorities. - Expected Financial impact. - Operational impact. - EASA image impact. 	<ul style="list-style-type: none"> - Applicable Implementing Rules and regulation. - Regular independent audits performed in the area of Finance Operations. 	Likelihood M Impact S Score M	RS
R30	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): <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - FM manager. - Health & security officer. - Inter-departmental Health & Safety Network. 	Likelihood M Impact L Score L	RS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - 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. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - 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. 			
R31	<p>Third-Country Operators Authorisation</p> <p>Description: Failure to identify and react timely to ICAO non-compliant TCOs that operate in the EU.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - 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. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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. 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>L</p> <p>Score</p> <p>L</p>	FS
R32	<p>Risk-based Approach</p> <p>Description: Difficulties in identifying, evaluating, and prioritising risks.</p> <p>Potential cause(s):</p>	<ul style="list-style-type: none"> - Regulations. - Procedures for Oversight of Organisations. - DOA Dashboard. 	<p>Likelihood</p> <p>M</p> <p>Impact</p>	FS, CT

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - Process not adequately organised. - Lack of training. - Difference of culture. Potential consequence(s): <ul style="list-style-type: none"> - 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. 		S Score M	
R33	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. 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): <ul style="list-style-type: none"> - Organisations/Operators non-compliant with Regulations. - Ultimately safety or environmental issue on products. - Reputational damage. - Legal damage. 	<ul style="list-style-type: none"> - 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. - 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. 	Likelihood L Impact S Score L	FS
R34	Organisation Approvals Description: Ineffective oversight of the organisation approvals activities. Potential cause(s): <ul style="list-style-type: none"> - Process not adequately organised. 	<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. 	Likelihood M Impact S	CT, FS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - 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. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - 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"> - Technical training. - Control of Outsourcing. - DOA Dashboard. 	<p>Score</p> <p>M</p>	
R35	<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):</p> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Coordination of ICAO State Letters (process PR.ICA0.00005-006). - IISC (Internal International Standards Committee) (work instruction: WI.IISC.00002-001). - Electronic Filing of Differences (process PR.ICA0.00017-001). 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	SM
R36	<p>Bilateral Agreements and Working Arrangements</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"> - 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>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p>	SM

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<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):</p> <ul style="list-style-type: none"> - 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 BASAs/WAs may result in loss of business opportunities for European industry in partner countries and/or competitive advantages of non-European industry. 	<ul style="list-style-type: none"> - 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>Score</p> <p>M</p>	
R37	<p>Technical support - 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):</p> <ul style="list-style-type: none"> - 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. 	<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. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	SM

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - Refund/payback project budget. - Wasted efforts. - Reduction/lack of earmarked funds to finance specifically hired Contract Agents. 			
R38	<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):</p> <ul style="list-style-type: none"> - Staff may not perform to the required standard in terms of safety and efficiency. - Inadequate use of human and financial resources. 	<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 training needs for aviation inspectors. - 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. 	<p>Likelihood M</p> <p>Impact S</p> <p>Score M</p>	RS
R39	<p>European Central Question Bank (ECQB)</p> <p>Description: Leakage of the database</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - EASA servers or servers of Member 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. 	<p>Likelihood M</p> <p>Impact S</p> <p>Score M</p>	FS
R40	<p>European Central Question Bank (ECQB)</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 ensure availability of personnel or to contract an appropriate subject matter expert. 	<ul style="list-style-type: none"> - Continuous monitoring of availability of NAA experts and monitoring of their activity, reporting to the NAA. 	<p>Likelihood M</p> <p>Impact M</p>	FS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - 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"> - 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. 	<p>Score M</p>	
R41	<p>Data Processing</p> <p>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.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - 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. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - 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"> - Strengthened impact assessment team functionality. - Robust and spread-out implementation of Best Intervention Strategy. - Enlarged alternative means of compliance team. - Advisory Bodies. - Strengthen evaluation and feedback function. - Add more flexibility to the regulatory framework in order to enable innovation. 	<p>Likelihood M Impact S Score M</p>	SM
R42	<p>Alternative Means of Compliance and Handling of Flexibility Provisions to Rules</p> <p>Description: Increase in the number of notifications exceeds capacity.</p>	<ul style="list-style-type: none"> - N/A 	<p>Likelihood M Impact</p>	FS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	Potential cause(s): <ul style="list-style-type: none"> - Insufficient coordination and alignment. - Time and resources constraints. - Increased number of notifications related to the COVID crisis and recovery. Potential consequence(s): <ul style="list-style-type: none"> - Delay in the issuance of Agency recommendations. - Erroneous recommendations. - Reputational damage. - Legal damage. - Safety issues. - Financial issues. 		S Score M	
R43	Adequacy of 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): <ul style="list-style-type: none"> - Insufficient coordination and alignment. - Time and resources constraints. - Unavailability of data. Potential consequence(s): <ul style="list-style-type: none"> - Reputational damage. - Legal damage. - Safety issues. - Financial issues. - Increased workload. 	<ul style="list-style-type: none"> - Yearly report. - Periodical analysis. 	Likelihood L Impact L Score L	SM
R44	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.	<ul style="list-style-type: none"> - Regulations. - Documented procedures. - Business Continuity Plan defined. 	Likelihood L Impact L Score	FS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<p>Potential cause(s):</p> <ul style="list-style-type: none"> - 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. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - Incorrect analysis and erroneous decisions on enforcement actions towards operators. - Reputational damage. - Legal damage. - Safety and environmental issues. 		L	
R45	<p>Strategy and Safety Planning</p> <p>Description: Failure to take account of emerging safety risks. Lack of alignment between business and Agency strategy, due to insufficient or falsely targeted communication.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of adequate tools/processes. - Inadequate technical competencies in the fast changing and innovative aviation sector. - Constraints imposed by the staff/financial regulations. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - Safety issues. - Reputational damage. - Financial issues. - Increased workload. 	<ul style="list-style-type: none"> - Robust Agency governance system. - Safety analysis process/safety risk management process. - Creation of new Agency bodies related to innovation/digitalisation. 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>L</p>	SM
R46	<p>Digital Licence for Aviation Pilot (dLAP)</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>	<ul style="list-style-type: none"> - dLAP Proof of Concept Project. - Coordination established with CORAL and Art.74 development. - Link with ICAO EPL TF. 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>S</p> <p>Score</p>	FS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	Potential cause(s): <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. Potential consequence(s): <ul style="list-style-type: none"> - 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. 		L	
R47	Digital Licence for Aviation Pilot (dLAP) Description: Insufficient development of the EU dLAP project. Potential cause(s): <ul style="list-style-type: none"> - Absence of commitment from MS to fund the recurring costs. - Absence of subsidy budget to kick-in the platform development. - Dependency on REPIF progress and delivery. - Insufficient resources allocated at EASA and MS level. Potential consequence(s): <ul style="list-style-type: none"> - 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. - Limited utilisation of dLAP by MS after its deployment and/or MS abandoning the partnership after 5 years. 	<ul style="list-style-type: none"> - Funding by EASA on EU subsidies. - Co-Funding by dLAP Proof Concept Project partners. - dLAP Project governance. - dLAP partnership agreements. - EASA IT technical support via CORAL. 	Likelihood L Impact M Score M	FS
R48	Implementation Support Capacity Description: Requests for support from Member States exceeds internal capacity. Potential cause(s): <ul style="list-style-type: none"> - Limited availability of EASA resources. - Too many requests received and accepted. - Additional needs related to the COVID crisis that cannot be addressed. - Impossibility to provide implementation support on-site. 	<ul style="list-style-type: none"> - Prioritisation via Executive Committee. 	Likelihood L Impact L Score L	FS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
R49	<p>Potential consequence(s): Inability to deliver Implementation Support as needed.</p> <p>Implementation Support Effectiveness</p> <p>Description: Implementation Support provided by the Agency does not enable a robust European Safety system.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Inability/unwillingness of NAAs to align to the EU aviation safety system. - Insufficient staff. - Insufficient qualification of NAA inspectors. - Lack of political support. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - States cannot implement EU rules or rules are not applied in the same way across Europe. - Industry criticism. - Damage to Aviation Stakeholders. 	<ul style="list-style-type: none"> - Project monitoring, which may trigger complementary measures (e.g. rulemaking, safety promotion). 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	FS
R50	<p>Cybersecurity in Aviation and Emerging Risks</p> <p>Description: Lack of support from the Member States to the role that should be played by EASA on safety-related security issues.</p> <p>Potential cause(s): Member States feeling that any role played by EASA will affect their sovereignty on security matters.</p> <p>Potential consequence(s): Impossibility or delay in the implementation of essential elements of the EU Cybersecurity Strategy.</p>	<ul style="list-style-type: none"> - 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. - Continuous communication with the Advisory Bodies of the Agency. - Prioritization at the highest level within the Agency. 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	FS
R51	<p>Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts</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): Diverging U-Space implementation by Member States and political pushback from ANSPs.</p> <p>Potential consequence(s):</p>	<ul style="list-style-type: none"> - Monthly Steering Committee with EASA Directors. - Communication with stakeholders through various workshops and events. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	ED

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - Reputational damage. - Political pressure. - Industry criticism. - Damage to Aviation Stakeholders. - Not harmonized U-Space implementation in EU. 			
R52	<p>Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts</p> <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):</p> <ul style="list-style-type: none"> - Reputational damage. - Political pressure. - Industry criticism. - Damage to Aviation Stakeholders. 	<ul style="list-style-type: none"> - Monthly Steering Committee with EASA Directors. - Communication with stakeholders through various workshops and engagement in Network of Demonstrators and UAM projects launches by various cities in Europe. 	<p>Likelihood M</p> <p>Impact M</p> <p>Score M</p>	ED
R53	<p>F&C Regulation Review</p> <p>Description: Reviewed F&C Regulation does not bring the forecasted revenues.</p> <p>Potential cause(s): The level of income generated is significant lower compared to the forecast especially in light of the COVID-19 pandemic resulting in less industry activities and adoption of financial relief measures to the benefit of industry.</p> <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - High-level management group foreseen to monitor performance after entry into force. 	<p>Likelihood M</p> <p>Impact S</p> <p>Score L</p>	RS

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<ul style="list-style-type: none"> - Deficit on F&C activities cannot be absorbed by accumulated reserve, leading to delayed or cancelled activities. 			
R54	<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, etc.).</p> <p>Potential cause(s): Concurring priorities absorbing resources and attracting attention of senior management.</p> <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - The ATC programme is not delivered on time. - The outcomes of the ATC programme do not have the buy-in from stakeholders. 	<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. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>L</p> <p>Score</p> <p>L</p>	ED
R55	<p>Management of Fraud Prevention</p> <p>Description: Failure to manage situations in which Agency staff or other persons working for the Agency (SNEs, interims, trainees) could be engaged in, or fail to, report a potential fraudulent act, and thereby may cause a financial impact as well as potential damage to the Agency's image.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Insufficient guidance to staff/other persons working for the Agency in identifying potential Fraud. - Lack of awareness/training on Fraud. - Reporting lines and/or process not followed in a Fraud case and the relevant actions not taken. <p>Potential consequence(s):</p> <ul style="list-style-type: none"> - Financial and/or reputational damage to the Agency. - Annual Accounts not approved. - Discharge not granted. 	<ul style="list-style-type: none"> - EU Regulations in place - Staff training. - Nominated person responsible for Anti-Fraud. - Guidance material published on EASA's Intranet. - Quality Manual and Procedures. - Frequent review of procedural environment. - Anti-Fraud Strategy. - Risk Register (included in SPD). 	<p>Likelihood</p> <p>L</p> <p>Impact</p> <p>M</p> <p>Score</p> <p>L</p>	RS
R56	<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"> - Task Force with Member States. - Project part of CORAL governance. - MAB involvement for legal and political decisions. - DPO and legal involved in the TF when necessary. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p>	SM

Ref.:	Description	Controls	Likelihood, Impact & Score	Owner
	<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):</p> <ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - TF is also the Rulemaking Group to draft the Regulation. 	<p>Score</p> <p>M</p>	
R57	<p>Sustainable Aviation Programme</p> <p>Description: Failure to identify and set priorities for actions to address issues related to environmental protection and sustainable aviation. Failure to support those actions.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Insufficient coordination and alignment. - Time and resources constraints. - Inadequate decision making on actions required. <p>Potential consequence(s): Sustainable aviation programme's objectives and expected results not achieved.</p>	<ul style="list-style-type: none"> - The Sustainable aviation programme is managed by the EASA sustainable aviation programme manager who reports to a steering committee including participation at EASA Director level. 	<p>Likelihood</p> <p>M</p> <p>Impact</p> <p>S</p> <p>Score</p> <p>M</p>	SM

XIV. Procurement Plan 2021

Indicative 2021 Procurement Plan for **Operational High Value Procurement Procedures (>139K€)**

D	DPT	EXPENDITURE	BUDGET LINE	CONTRACT SUBJECT	TYPE OF CONTRACT	NR PROCEDURES	OF	ESTIMATED CONTRACT VALUE	POTENTIAL IMPACT	2021
ED	ED.1	OPERATIONAL	3300	Event Management Services (incl. Web streaming services)	FRAMEWORK	1		€ 2,500,000.00	€	-
ED	ED.1	OPERATIONAL	3300	Supply of branded material	FRAMEWORK	1		€ 300,000.00	€	-
ED	ED.0	OPERATIONAL	3600	Assistance for the use of Technical Standards and Technology	FRAMEWORK	1		€ 300,000.00	€	75,000.00
RS	RS.3.2	OPERATIONAL	3000	Qualified Entity Services [placeholder]	FRAMEWORK	1		€ 3,500,000.00	€	-
RS	RS1.1	OPERATIONAL	3800	Airline Activity	FRAMEWORK	1		€ 400,000.00	€	105,000.00
RS	RS1.1	OPERATIONAL	3800	Flight Test Refresher Training	FRAMEWORK	1		€ 250,000.00	€	-
RS	RS.1.1	OPERATIONAL	3800	Technical Training - various technical competencies	FRAMEWORK	1		€ 1,000,000.00	€	-
SM	SM1.5	OPERATIONAL	3907	Conflict Zone Alerting System - subscription	FRAMEWORK	1		€ 200,000.00	€	-
SM	SM1.5	OPERATIONAL	3907	Conflict Zones Platform	FRAMEWORK	1		€ 1,600,000.00	€	400,000.00

Procurement envelope based on the indicative planning of the Agency's contractual needs for 2021 and procurement related services requested over the last years

TYPE OF PROCEDURE	ANTICIPATED VOLUME	BUDGETARY IMPACT 2021	THEREOF
HIGH VALUE PROCEDURES (>139K €)	33	€ 25,000,000	2% OPERATIONAL
			2% ADMINISTRATIVE
			95% EARMARKED

TYPE OF PROCEDURE	ANTICIPATED VOLUME	BUDGETARY IMPACT 2021	THEREOF
MIDDLE & LOW VALUE PROCEDURES (1-139K€)	70	€ 819,000	63% OPERATIONAL
			19% ADMINISTRATIVE
			18% EARMARKED
CONTRACT IMPLEMENTATION	665	€ 37,900,000	27% OPERATIONAL
			33% ADMINISTRATIVE
			40% EARMARKED
TOTAL	768	€ 63,719,000	

XV. Agency KPI Dashboard

Description:

EASA will monitor the performance of the Agency's activities using the KPIs detailed in Part III – Annual Work Programme. For ease of reference, all KPIs are listed below, including historical data and future targets. The KPIs shall be monitored on a quarterly basis using the below status categorisation/calculation to aggregate the KPI status per key process/programme.

Status Categorisation/Calculation:

- **KPI:** **Green (on-track)**, except for **red** >15% below target; **yellow** > 5% below target; **grey** if not measurable.
- **Process/Programme:** **Green (on-track)**, **Red** >30% of indicators red, **yellow** > 2 indicators red or >30% of indicators red/yellow; **grey** >50% of indicators not measurable.

List of Activities per Key Processes & Programmes

Key Processes & Programmes	Activities
2.1. Product Certification	Initial Airworthiness, Environmental Certification and Operational Suitability
	Continuing airworthiness and operational suitability
	Certification related services
2.2. Organisation Approvals	Design Organisation Approvals (DOA)
	Other Organisation Approvals (OA)
2.3. Third Country Operators	Third Country Operators Authorisation
2.4. Standardisation	Standardisation: monitor application of regulations and Implementing Rules
	Implementation Support
	Project: digital Licence for Aviation Pilot (dLAP)
2.5. EU Ramp Inspection Programme	Safety Assessment of Foreign Aircraft (SAFA) Coordination
2.6. International Cooperation	Bilateral agreement and working arrangement
	Technical Support
	ICAO cooperation
2.7. Rulemaking	Rules Development and Better Regulation
2.8. Safety Intelligence & Performance	Safety Intelligence and Performance
	Safety Promotion
	Cybersecurity in Aviation and Emerging Risks
2.9. Applicant Services	Applicant Relations
	NAA's & QEs Outsourcing
	Project: F&C Regulation Review
2.10. Corporate Processes	Strategy and Safety Plan
	Business Programming & Reporting
	Governance Activities [ED Directorate Related Processes]

	Corporate Communication
2.11. Transversal & Enabling Activities	Human Resources Management
	Information Technology Services
	Corporate Services & Facility Management
	Travel Management
	Finance Management
2.12. Strategic Projects & Programmes	Sustainable Aviation Programme
	Transformation Programme
	RNO Project
	Drones Programme
	Innovation Programme
	State & Military Aviation
	ATC Programme
	European Big Data Programme – Data4Safety (D4S)
	Research Strategy

Overview EASA KPIs

**Forecasted Result 2020: Provisional result based on Q3 2020 results*

Product Certification

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 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 [Contributes to #3 & #4]	88%	89%	Achieved	95-105%
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	CT (cross-directorate)		4%	4.3%	Achieved	≤5%
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	CT (cross-directorate)		110%	95%	Achieved	≥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)		110%	77%	Achieved	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)		10 days	13 days	Achieved	≤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)		64%	67%	Partially Achieved	≥71%

Organisation Approvals

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 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		New KPI	97%	Partially Achieved	≥95%

Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	FS (cross-directorate)	#1 [Contributes to #5 & #4]	93%	95.4%	Achieved	≥50%*
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)		91%	89.5%	Achieved	≥70%*

*COVID Impact

Third Country Operators

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 2020*	Target 2021
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	FS.2	#1 [Contributes to #5]	New KPI	99.5%	Achieved	≥90%
Timely validation/completion of Third Country Operator applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	FS.2		87.5%	80%	Achieved	≥70%*
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.3		New KPI	New KPI	Achieved	≥80%

*BREXIT Impact

Standardisation

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 2020*	Target 2021
Efficient and robust Standardisation (yearly)	5% year-on-year decrease of the total number of findings raised	FS (cross-directorate)		-24%	-17%	Pending Year End Calculation	≤-5%

Control of overdue Standardisation findings	against Regulations that have been applicable for more than 2 years Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	FS (cross-directorate)	#1 [Contributes to #5]	17%	17.1%	Partially Achieved	≤20%
Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	FS (cross-directorate)		89%	92.2%	Partially Achieved	≥90%

EU Ramp Inspection Programme

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 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	#1	New KPI	New KPI	Achieved	100% on time
<i>NEW KPI 2021+:</i> Timely issuance of the system wide coordination targets to the Member States	Timely issuance of the system wide coordination targets to the Member States at least twice per year in accordance with the defined calendar	FS.2		N/A	N/A	N/A	100% on time

*Due to the COVID-19 crisis, which drastically reduced the number of RAMP inspections, the regular schedule of analyses could be maintained. An analysis was performed in September, which covered an 18 month period in order to provide a reasonable statistical relevance for analyses.

International Cooperation

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 2020*	Target 2021
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	SM.3		On-Track	On-Track	Achieved	≥80%

Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	SM.3	#3 [Contributes to #2 & #4]	Below Target	On-Track	Achieved	≥90%
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	SM.3		94%	90.2%	Partially Achieved	≥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		New KPI	6.56	Partially Achieved	≥5 on scale of up to 7
Timely provision of recommendations on ICAO State Letters for use by Member States	% of State Letters recommendations provided on time	SM.3		Below Target	100%	Achieved	≥90%
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	SM.3		Delayed	Delayed	Partially Achieved	Updated compliance checklists for 2 ICAO Annexes per year

*COVID impact

Rulemaking

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 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. 1. Opinions planned vs actuals 2. Decisions ¹³ planned vs actuals 3. NPAs planned vs actuals	SM.2		1. Options and decisions together 2. 57%. 3. N/A	1. 100% 2. 81% 3. 59%	Partially Achieved	1. 80% 2. 80% 3. 80%

¹³ This includes Decisions stand alone and Decision CS. Decision pending IR are excluded.

Rulemaking Process Efficiency	1. Average time with standard procedure 2. Average time with Art.15/16 3. Average time at the EC	SM.2	#4 [Contributes to #1 & #2]	1. 3.1 years (avg.) 2. N/A 3. N/A	1. 3.5 years 2. 1.7 years 3. 1.9 years	Achieved	1. ≤3.5 years 2. ≤1.5 years 3. 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		78%	100%	Achieved	≥95%
Number of evaluations published yearly	Cover domains with ex-post evaluations of rules	SM.2		New KPI	New KPI	Achieved	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		88%	83.6%	Achieved	≥90%
NEW KPI 2021+: Rate of implementation of EPAS actions related to Agency's strategic priorities	Annual assessment of the overall result of different type of activities (RMT, SPT, MST, RES, EVT) for selected matters of strategic relevance	SM.2		New KPI	New KPI	N/A	>70%
NEW KPI 2021+: Quality of published NPAs	Number of comments received on the quality of published NPAs vs total number of comments.	SM.2		New KPI	New KPI	N/A	<25%

*COVID Impact

Safety Intelligence & Performance

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 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	#1 [Contributes to #4]	96% 3.1 days	80% 4.1 days	Partially Achieved	≥85% ≤4 days
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	SM.1		98%	98.5%	Achieved	≥95%
Timeliness to answer safety recommendations	% of first replies provided within 90 days	SM.1		100%	100%	Achieved	≥97.5%
Productivity and Quality of Safety Analysis process and SRM Process	1. Analysis of safety issues Number of Safety Issues Analysis or Outcomes of D4S directed Study documents presented and endorsed by the SRP.	SM.1		4	4	Achieved	≥4
Productivity and Quality of Safety Analysis and SRM Process	NEW KPI 2021+: The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	SM.1		N/A	N/A	Achieved	Published end Q2
Productivity and Quality of Safety Analysis and SRM Process	NEW KPI 2021+: Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	SM.1		N/A	N/A	Achieved	≥ 91%
Implementation Safety Promotion Programme	% of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	SM.1	#4	100%	100%	Achieved	≥85%
Safety Promotion Resource Engagement	The number of FTEs spent on safety promotion actions	SM.1		Achieved	Achieved	Achieved	11 FTE

Applicant Services

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 2020*	Target 2021
Typical processing times met ¹⁴	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	#5	New KPI	Achieved	Achieved	70%
Actual outsourced hours performed compared to target (pledged hours) ¹⁵	Measures the percentage of the workload allocated to national aviation authorities that is delivered within the period compared to the partnership targets	RS.3		New KPI	Achieved	Achieved	95%
Total applications received online ¹⁶	Measures the percentage of all applications submitted through the web portal	RS.3		New KPI	90%	Achieved	85%

Corporate Processes

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 2020*	Target 2021
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	#5	100%	85%	Achieved	80%

¹⁴ These are combined KPI technical directorates/ Resource directorate

¹⁵ These are combined KPI technical directorates/ Resource directorate

¹⁶ Depending on the implementation of CORAL. Baseline for the performance indicator changed to all incoming applications as of 2020 total possible online applications received

Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors	ED.0		0%	0%	Achieved	0%
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Transversal and Enabling Activities

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 2020*	Target 2021
Technical training days per staff member per year	Implementation of service targets as specified in the training plan	RS.1	#5	New KPI	Below target	Partially Achieved	≥90%
Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	RS.1	#5	New KPI	4.3	Achieved	≥3.8
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	#5	98%	96.5%	Partially Achieved	≥98%
Turnover rate	numbers of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	RS.1	#5	4.6%	2.5%	Achieved	≤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	#5	68% (2016)	76%	N/A (Next survey in 2022/23)	68-76%
Sick Leave (annually)	Annual average days of short term sick leave per staff member (yearly reporting)	RS.1	#5	New KPI	8.9 days	Achieved	≤9 days

ECQB: number of newly developed questions and of amendment reports issued to NAAs regarding reviewed existing questions per year	Number of questions actually newly developed, compared to the number of to-be questions to be newly developed, as defined in the work plan Number of amendment reports actually issued compared to the number of planned amendment reports	RS.1	#5	New KPI	98%	Achieved	≥90%
Operational cost of legacy services vs. Total operational IT costs (Excl. investment into new services – expand)	Share of operational costs devoted to legacy systems should be progressively reduced in favour of the new digital platforms	RS.2	#5	New KPI	New KPI	Pending Year End Calculation	75%
IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	RS.2	#5	89%	86%	Partially Achieved	≥90%
Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	RS.4	#5	98%	97%	Achieved	≥95%
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	RS.4	#5	2%	3.7%	Achieved	≤ 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.3	#5	New KPI	New KPI	Achieved	Max 5 min
Percentage of overall mission claims paid within 30 days	More than 75 % of mission claims are reimbursed within 30 days	RS.3	#5	New KPI	New KPI	Achieved	>60%

*COVID impact

Strategic Projects and Programmes

Name	Description	Responsible unit	Link to strategic statement	Result 2018	Result 2019	Forecasted Result 2020*	Target 2021
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.2	#2	50%	Below target	Achieved	100%
Processing of requests for participation in external research projects	Percentage of external requests answered within two weeks	SM.2		New KPI	76%	Partially Achieved	≥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.2		1.4 FTE	3.5 FTE	Partially Achieved	≥4 FTE

XVI. Summary Tables Budget 2021

Title Chapter Article Item	Heading	Budget 2021	Previous year Agency Draft Budget Request 2021	Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020	Remarks
		Income	Income	Income	Income	
1	REVENUE FROM FEES AND CHARGES					
10	REVENUE FROM FEES AND CHARGES					
100	Revenue from fees and charges	109,791,000	121,966,000	121,966,000	90,000,000	This appropriation concerns forecasted own revenue generated by Certification and Services provided by the Agency.
	Article 1 0 0 — Total	109,791,000	121,966,000	121,966,000	90,000,000	
	CHAPTER 1 0 — TOTAL	109,791,000	121,966,000	121,966,000	90,000,000	
	Title 1 — Total	109,791,000	121,966,000	121,966,000	90,000,000	
2	EUROPEAN UNION SUBSIDY					
20	EUROPEAN UNION SUBSIDY					
200	European Union subsidy	38,900,000	44,213,000	38,900,000	37,954,000	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	38,900,000	44,213,000	38,900,000	37,954,000	
	CHAPTER 2 0 — TOTAL	38,900,000	44,213,000	38,900,000	37,954,000	
	Title 2 — Total	38,900,000	44,213,000	38,900,000	37,954,000	
3	THIRD COUNTRIES CONTRIBUTION					
30	THIRD COUNTRIES CONTRIBUTION					
300	Third countries contribution	2,649,000	2,682,000	2,649,000	2,303,000	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	2,649,000	2,682,000	2,649,000	2,303,000	
	CHAPTER 3 0 — TOTAL	2,649,000	2,682,000	2,649,000	2,303,000	
	Title 3 — Total	2,649,000	2,682,000	2,649,000	2,303,000	

Title Chapter Article Item	Heading	Budget 2021	Previous year Agency Draft Budget Request 2021	Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020	Remarks
		Income	Income	Income	Income	
4	OTHER CONTRIBUTIONS					
40	OTHER CONTRIBUTIONS					
400	Technical Cooperation with Third Countries - Grant & Service Contracts	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 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 € 6,438,000.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	p.m.	
401	Technical Cooperation with Third Countries - Delegation Agreements	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 revenue for the financial year of € 11,786,000 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.	p.m.	
403	Research Programmes	p.m.	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 € 12,163,000.
	Article 4 0 3 — Total	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	p.m.	
42	DATA FOR SAFETY PROGRAMME					
420	Data for Safety programme	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 € 2,500,000
	Article 4 2 0 — Total	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	p.m.	
	Title 4 — Total	p.m.	p.m.	p.m.	p.m.	

Title Chapter Article Item	Heading	Budget 2021	Previous year Agency Draft Budget Request 2021	Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020	Remarks
		Income	Income	Income	Income	
5	ADMINISTRATIVE OPERATIONS					
50	ADMINISTRATIVE OPERATIONS					
500	Revenue from investments or loans, bank interest and other items	10,000	128,000	128,000	128,000	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	10,000	128,000	128,000	128,000	
501	Other administrative operations	500,000	500,000	500,000	500,000	This appropriation concerns the revenue from parking and job ticket costs reimbursed by the EASA staff members.
	Article 5 0 1 — Total	500,000	500,000	500,000	500,000	
	CHAPTER 5 0 — TOTAL	510,000	628,000	628,000	628,000	
	Title 5 — Total	510,000	628,000	628,000	628,000	
6	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT					
60	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT					
600	Revenue from services rendered against payment	290,000	305,000	305,000	495,000	This appropriation concerns the revenue from services rendered against payment, including Standardisation visits.
	Article 600 - Total	290,000	305,000	305,000	495,000	
602	Technical Training	160,000	160,000	160,000	160,000	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	160,000	160,000	160,000	
	CHAPTER 6 0 — TOTAL	450,000	465,000	465,000	655,000	
	Title 6 — Total	450,000	465,000	465,000	655,000	

Title Chapter Article Item	Heading	Budget 2021	Previous year Agency Draft Budget Request 2021	Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020	Remarks
		Income	Income	Income	Income	
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.	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.	p.m.	
702	Accumulated Surplus on Fees and Charges Activities	51,502,000	55,581,000	55,581,000	51,502,000	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	51,502,000	55,581,000	55,581,000	51,502,000	
	CHAPTER 7 0 — TOTAL	51,502,000	55,581,000	55,581,000	51,502,000	
	Title 7 — Total	51,502,000	55,581,000	55,581,000	51,502,000	
	REVENUE GRAND TOTAL	203,802,000	225,535,000	220,189,116	183,042,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
1	STAFF								
11	STAFF IN ACTIVE EMPLOYMENT								
110	Staff holding a post provided for in the establishment plan								
1100	Basic salaries	56,342,000	56,342,000	56,618,000	56,618,000	56,618,000	55,658,000	55,658,000	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	6,559,000	6,559,000	6,574,000	6,574,000	6,574,000	6,391,000	6,391,000	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	8,438,000	8,438,000	8,443,000	8,443,000	8,443,000	8,213,000	8,213,000	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	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	71,341,000	71,341,000	71,637,000	71,637,000	71,637,000	70,264,000	70,264,000	
111	Other staff								
1110	Special Advisor	p.m.	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	306,000	306,000	1,412,000	1,412,000	1,412,000	603,000	603,000	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)	300,000	300,000	1,200,000	1,200,000	1,200,000	600,000	600,000	This appropriation is intended to cover the costs for Temporary Assistance (interims). This appropriation may receive the appropriations corresponding to the assigned revenue.
1113	Contractual agents	5,554,000	5,554,000	6,074,000	6,074,000	6,074,000	5,166,000	5,166,000	This appropriation is intended 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.

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
1114	Trainees	p.m.	p.m.	264,000	264,000	264,000	171,000	171,000	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	120,000	120,000	96,000	96,000	96,000	120,000	120,000	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	6,280,000	6,280,000	9,046,000	9,046,000	9,046,000	6,660,000	6,660,000	
113	Employer's social security contributions								
1130	Insurance against sickness	2,095,000	2,095,000	2,139,000	2,139,000	2,139,000	2,038,000	2,038,000	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	235,000	235,000	239,000	239,000	239,000	230,000	230,000	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	811,000	811,000	834,000	834,000	834,000	793,000	793,000	Article 28a of the CEOS. This appropriation may receive the appropriations corresponding to the assigned revenue.
1133	Constitution or maintenance of pension rights	8,000,000	8,000,000	9,200,000	9,200,000	9,200,000	7,928,000	7,928,000	Constitution or maintenance of pension rights. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 3 — Total	11,141,000	11,141,000	12,412,000	12,412,000	12,412,000	10,989,000	10,989,000	
114	Miscellaneous allowances and grants								
1140	Childbirth and death allowances and grants	4,000	4,000	5,000	5,000	5,000	3,000	3,000	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	948,000	948,000	952,000	952,000	952,000	919,441	919,441	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	233,000	233,000	302,000	302,000	302,000	286,000	286,000	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.
1145	Other allowances	p.m.	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	1,185,000	1,185,000	1,259,000	1,259,000	1,259,000	1,208,441	1,208,441	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
115	Overtime								
1150	Overtime & Stand-by duty	p.m.	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.	p.m.	
117	Supplementary services								
1172	Administrative assistance from community institutions	446,000	446,000	684,000	684,000	684,000	593,000	593,000	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	100,000	100,000	140,000	140,000	140,000	81,000	81,000	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	546,000	546,000	824,000	824,000	824,000	674,000	674,000	
119	Salary weightings								
1190	Salary weightings	p.m.	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	409,000	409,000	334,000	334,000	334,000	844,000	844,000	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	409,000	409,000	334,000	334,000	334,000	844,000	844,000	
	CHAPTER 1 1 — TOTAL	90,902,000	90,902,000	95,512,000	95,512,000	95,512,000	90,639,441	90,639,441	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
12	EXPENDITURE RELATED TO RECRUITMENT								
120	<i>Miscellaneous expenditure on staff recruitment and transfer</i>								
1200	Miscellaneous expenditure on staff recruitment	14,000	14,000	167,000	167,000	167,000	51,000	51,000	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	29,000	29,000	31,000	31,000	31,000	25,000	25,000	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	337,000	337,000	408,000	408,000	408,000	350,000	350,000	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	133,000	133,000	177,000	177,000	177,000	173,000	173,000	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	69,000	69,000	283,000	283,000	283,000	183,559	183,559	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	582,000	582,000	1,066,000	1,066,000	1,066,000	782,559	782,559	
	CHAPTER 1 2 — TOTAL	582,000	582,000	1,066,000	1,066,000	1,066,000	782,559	782,559	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
14	SOCIOMEDICAL INFRASTRUCTURE								
141	Medical service								
1410	Medical service	250,000	250,000	298,000	298,000	298,000	211,000	211,000	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	250,000	250,000	298,000	298,000	298,000	211,000	211,000	
142	Language and other training								
1420	Language and other training	600,000	600,000	674,000	674,000	674,000	202,000	202,000	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	600,000	600,000	674,000	674,000	674,000	202,000	202,000	
143	Social welfare of staff								
1430	Social welfare of staff	4,281,000	4,281,000	4,637,000	4,637,000	4,637,000	4,565,000	4,565,000	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	4,281,000	4,281,000	4,637,000	4,637,000	4,637,000	4,565,000	4,565,000	
144	Special allowance for handicapped								
1440	Special allowance for handicapped	p.m.	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.	p.m.	
	CHAPTER 1 4 — TOTAL	5,131,000	5,131,000	5,609,000	5,609,000	5,609,000	4,978,000	4,978,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
17	RECEPTION AND EVENTS								
170	<i>Reception and events</i>								
1700	Reception and events	83,000	83,000	97,000	97,000	97,000	59,000	59,000	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 1 7 0 — Total	83,000	83,000	97,000	97,000	97,000	59,000	59,000	
	CHAPTER 1 7 — TOTAL	83,000	83,000	97,000	97,000	97,000	59,000	59,000	
1	Title 1 — Total	96,698,000	96,698,000	102,284,000	102,284,000	102,284,000	96,459,000	96,459,000	
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE								
20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS								
200	<i>Rental costs</i>								
2000	Rental costs	8,219,000	8,219,000	8,439,000	8,439,000	8,439,000	7,888,000	7,888,000	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	8,219,000	8,219,000	8,439,000	8,439,000	8,439,000	7,888,000	7,888,000	
201	<i>Insurance</i>								
2010	Insurance	43,000	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	43,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
203	<i>Cleaning and maintenance</i>								
2030	Cleaning and maintenance	278,000	278,000	350,000	350,000	350,000	402,000	402,000	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	278,000	278,000	350,000	350,000	350,000	402,000	402,000	
204	<i>Fitting-out of premises</i>								
2040	Fitting-out of premises	55,000	55,000	55,000	55,000	55,000	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	55,000	55,000	55,000	55,000	55,000	25,000	25,000	
205	<i>Security and surveillance of buildings</i>								
2050	Security and surveillance of buildings	632,000	632,000	535,000	535,000	535,000	572,000	572,000	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	778,000	778,000	910,000	910,000	910,000	967,000	967,000	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	1,410,000	1,410,000	1,445,000	1,445,000	1,445,000	1,539,000	1,539,000	
	CHAPTER 2 0 — TOTAL	10,005,000	10,005,000	10,332,000	10,332,000	10,332,000	9,897,000	9,897,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
21	INFORMATION AND COMMUNICATION TECHNOLOGY								
210	<i>ICT equipment</i>								
2100	ICT equipment acquisition & maintenance	1,775,000	1,775,000	1,465,000	1,465,000	1,465,000	1,141,000	1,141,000	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	6,013,000	6,013,000	5,158,000	5,158,000	4,960,000	4,925,000	4,925,000	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.	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	3,372,000	3,372,000	3,545,000	3,545,000	3,497,081	2,080,000	2,080,000	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	785,000	785,000	540,000	540,000	540,000	850,000	850,000	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	11,945,000	11,945,000	10,708,000	10,708,000	10,462,081	8,996,000	8,996,000	
	CHAPTER 2 1 — TOTAL	11,945,000	11,945,000	10,708,000	10,708,000	10,462,081	8,996,000	8,996,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment		Commitment	Payment	
22	MOVABLE PROPERTY AND ASSOCIATED COSTS								
220	Technical equipment and installations								
2200	Technical equipment and installations	39,000	39,000	42,000	42,000	42,000	45,000	45,000	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	31,000	31,000	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	73,000	73,000	76,000	76,000	76,000	76,000	76,000	
221	Purchase of furniture								
2210	Purchase of furniture	63,000	63,000	63,000	63,000	63,000	5,000	5,000	This appropriation is intended to cover the costs of purchase and disposals 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	63,000	5,000	5,000	
225	Documentation and library expenditure								
2252	Subscription to newspapers and periodicals	65,000	65,000	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	65,000	65,000	50,000	50,000	50,000	50,000	50,000	
	CHAPTER 2 2 — TOTAL	201,000	201,000	189,000	189,000	189,000	131,000	131,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment		Commitment	Payment	
23	CURRENT ADMINISTRATIVE EXPENDITURE								
230	Stationery and office supplies								
2300	Stationery and office supplies	109,000	109,000	111,000	111,000	111,000	172,000	172,000	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	111,000	111,000	111,000	172,000	172,000	
232	Financial charges								
2320	Financial charges	60,000	60,000	60,000	60,000	60,000	90,000	90,000	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	170,000	170,000	170,000	120,000	120,000	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	230,000	230,000	230,000	210,000	210,000	
233	Legal expenses								
2330	Legal expenses	200,000	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.	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	10,000	10,000	10,000	1,000	1,000	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	210,000	210,000	210,000	201,000	201,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
235	Other operating expenditure								
2350	Miscellaneous insurance	p.m.	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	25,000	25,000	45,000	45,000	45,000	5,000	5,000	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	213,000	213,000	213,000	213,000	213,000	209,000	209,000	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	18,000	18,000	42,000	42,000	42,000	20,000	20,000	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	120,000	120,000	120,000	120,000	120,000	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	376,000	376,000	420,000	420,000	420,000	354,000	354,000	
	CHAPTER 2 3 — TOTAL	905,000	905,000	971,000	971,000	971,000	937,000	937,000	
24	POSTAGE AND TELECOMMUNICATIONS								
240	Postage and delivery charges								
2400	Postage and delivery charges	175,000	175,000	205,000	205,000	205,000	173,000	173,000	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	175,000	175,000	205,000	205,000	205,000	173,000	173,000	
	CHAPTER 2 4 — TOTAL	175,000	175,000	205,000	205,000	205,000	173,000	173,000	
2	Title 2 — Total	23,231,000	23,231,000	22,405,000	22,405,000	22,159,081	20,134,000	20,134,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
3	OPERATIONAL EXPENDITURE								
30	CERTIFICATION ACTIVITIES								
300	<i>Certification activities</i>								
3000	Outsourcing of certification activities	22,800,000	22,800,000	27,855,000	27,855,000	27,855,000	18,051,000	18,051,000	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	10,000	10,000	2,008,000	2,008,000	1,981,000	400,000	400,000	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	22,810,000	22,810,000	29,863,000	29,863,000	29,836,000	18,451,000	18,451,000	
301	<i>Special Fees & Charges programmes</i>								
3010	CORAL investment programme	p.m.	p.m.	2,426,000	2,426,000	2,426,000	3,812,000	3,812,000	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. From 2021 the Coral Programme project has been moved to BL3909 together with the Transformation Programme.
	Article 3 0 1 — Total	p.m.	p.m.	2,426,000	2,426,000	2,426,000	3,812,000	3,812,000	
	CHAPTER 3 0 — TOTAL	22,810,000	22,810,000	32,289,000	32,289,000	32,262,000	22,263,000	22,263,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
31	STANDARDISATION ACTIVITIES								
310	<i>Standardisation activities</i>								
3100	Standardisation inspection	97,000	97,000	120,000	120,000	100,000	5,000	5,000	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.
3102	Technical Library	p.m.	p.m.	71,000	71,000	71,000	71,000	71,000	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	97,000	97,000	191,000	191,000	171,000	76,000	76,000	
	CHAPTER 3 1 — TOTAL	97,000	97,000	191,000	191,000	171,000	76,000	76,000	
32	OPERATIONAL INFORMATION TECHNOLOGY								
320	<i>Operational applications</i>								
3200	Development of operational applications	1,319,000	1,319,000	1,665,000	1,665,000	1,183,000	982,000	982,000	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	1,319,000	1,319,000	1,665,000	1,665,000	1,183,000	982,000	982,000	
	CHAPTER 3 2 — TOTAL	1,319,000	1,319,000	1,665,000	1,665,000	1,183,000	982,000	982,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment		Commitment	Payment	
33	COMMUNICATION AND PUBLICATIONS								
330	<i>Communication and publications</i>								
3300	Communication and publications	469,000	469,000	390,000	390,000	390,000	214,000	214,000	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	469,000	469,000	390,000	390,000	390,000	214,000	214,000	
	CHAPTER 3 3 — TOTAL	469,000	469,000	390,000	390,000	390,000	214,000	214,000	
34	MEETING EXPENSES								
340	<i>Meeting expenses</i>								
3400	Organisation experts meeting	595,000	595,000	1,150,000	1,150,000	999,000	335,000	335,000	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	595,000	595,000	1,150,000	1,150,000	999,000	335,000	335,000	
	CHAPTER 3 4 — TOTAL	595,000	595,000	1,150,000	1,150,000	999,000	335,000	335,000	
35	TRANSLATION AND INTERPRETATION COSTS								
350	<i>Translation and interpretation costs</i>								
3500	Translation of studies, reports and other working documents	p.m.	p.m.	25,000	25,000	25,000	3,000	3,000	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	p.m.	p.m.	25,000	25,000	25,000	3,000	3,000	
	CHAPTER 3 5 — TOTAL	p.m.	p.m.	25,000	25,000	25,000	3,000	3,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment		Commitment	Payment	
36	RULEMAKING ACTIVITIES								
360	<i>Rulemaking activities</i>								
3600	Assistance to Rulemaking Activities	650,000	650,000	1,310,000	1,310,000	1,160,000	1,300,000	1,300,000	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	314,000	314,000	444,000	444,000	406,000	152,000	152,000	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.
	Article 3 6 0 — Total	964,000	964,000	1,754,000	1,754,000	1,566,000	1,452,000	1,452,000	
	CHAPTER 3 6 — TOTAL	964,000	964,000	1,754,000	1,754,000	1,566,000	1,452,000	1,452,000	
37	MISSION EXPENSES								
370	<i>Mission expenses</i>								
3700	Mission expenses, duty travel expenses and other ancillary expenditure	4,998,000	4,998,000	6,994,000	6,994,000	6,951,000	2,214,000	2,214,000	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	4,998,000	4,998,000	6,994,000	6,994,000	6,951,000	2,214,000	2,214,000	
	CHAPTER 3 7 — TOTAL	4,998,000	4,998,000	6,994,000	6,994,000	6,951,000	2,214,000	2,214,000	
38	TECHNICAL TRAINING								
380	<i>Technical training</i>								
3800	Technical training and Pilot training expenses	600,000	600,000	823,000	823,000	823,000	316,000	316,000	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	115,000	115,000	150,000	150,000	150,000	75,000	75,000	This appropriation is intended to cover the costs of ECQB activities including e-exams. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 8 0 — Total	715,000	715,000	973,000	973,000	973,000	391,000	391,000	
	CHAPTER 3 8 — TOTAL	715,000	715,000	973,000	973,000	973,000	391,000	391,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Commitment	Payment	
39	ED AND STRATEGIC ACTIVITIES								
390	<i>Ed and Strategic Activities</i>								
3900	Safety intelligence and performance	50,000	50,000	50,000	50,000	p.m.	50,000	50,000	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.	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.	3,555,000	3,555,000	p.m.	60,000	60,000	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	1,000,000	1,000,000	p.m.	p.m.	p.m.	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.	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	247,000	247,000	269,000	269,000	p.m.	325,000	325,000	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	125,000	125,000	315,000	315,000	p.m.	191,000	191,000	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.
3909	Transformation	3,975,000	3,975,000	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of the Agency's transformation programme as well as the CORAL Programme including consultancy costs and other related activities. This appropriation may receive the appropriations corresponding to the assigned revenue. From 2021 and SPD the Coral Programme was moved to BL3909
	Article 3 9 0 — Total	5,397,000	5,397,000	4,189,000	4,189,000	p.m.	1,626,000	1,626,000	
	CHAPTER 3 9 — TOTAL	5,397,000	5,397,000	4,189,000	4,189,000	p.m.	1,626,000	1,626,000	
3	Title 3 — Total	37,364,000	37,364,000	49,620,000	49,620,000	44,520,000	29,556,000	29,556,000	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	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.	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 € 6,438,000
4001	Technical Cooperation with third countries - Delegation Agreements	p.m.	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 € 11,786,000 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.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	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.	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 € 12,163,000.
	Article 4 1 0 Total	p.m.	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.	p.m.	

Title Chapter Article Item	Heading	Budget 2021		Previous year Agency Draft Budget Request 2021		Budget Forecast 2021 - EC Draft Budget	1st Amending Budget 2020		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	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.	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 € 2,500,000 financed by a Grant by DG Move.
	Article 4 2 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	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.	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	46,511,000	46,511,000	51,226,000	51,226,000	51,226,035	36,893,000	36,893,000	This appropriation is intended to cover expenditure funded by assigned revenue from Fees & Charges.
	Article 5 0 0 — Total	46,511,000	46,511,000	51,226,000	51,226,000	51,226,035	36,893,000	36,893,000	
	CHAPTER 5 0 — TOTAL	46,511,000	46,511,000	51,226,000	51,226,000	51,226,035	36,893,000	36,893,000	
5	Title 5 — Total	46,511,000	46,511,000	51,226,000	51,226,000	51,226,035	36,893,000	36,893,000	
	COST GRAND TOTAL	203,802,000	203,802,000	225,535,000	225,535,000	220,189,116	183,042,000	183,042,000	

