



Consolidated Annual Activity Report **2019**

Of the

European Union Aviation Safety Agency



Management Board Decision

20

DECISION N°02-2020**of 25 June 2020**

ADOPTING THE 2019 ANNUAL ACTIVITY REPORT OF THE EUROPEAN UNION AVIATION SAFETY AGENCY

The MANAGEMENT BOARD OF THE EUROPEAN UNION AVIATION SAFETY AGENCY,

The Management Board, Having regard to Regulation (EU) 2018/1139 of the European Parliament and of the Council of 11 September 2018 on common rules in the field of civil aviation and establishing a European Union Aviation Safety Agency, and amending Regulations (EC) No 2111/2005, (EC) No 1008/2008, (EU) No 996/2010, (EU) No 376/2014 and Directives 2014/30/EU of the European Parliament and of the Council, and repealing Regulations (EC) No 552/2004 and (EC) No 216/2008 of the European Parliament and of the Council and Council Regulation (EEC) No 3922/91 (hereafter: the Basic Regulation).

Whereas:

- 1) According to article 98(2)(b) of the Basic Regulation, the Management Board shall adopt the Annual General Report on the Agency's activities and forward it by 01 July at the latest to the European Parliament, the Council, the Commission, the Court of Auditors and the Member States,
- 2) According to article 48 of EASA's Financial Regulation, the authorising officer shall report to the Management Board on the performance of his duties in a form of a consolidated annual activity report

Has decided to adopt the 2019 Consolidated Annual Activity Report of the Agency as set out in the annexed document.

Done in Warsaw, 26 June 2020

PIOTR SAMSON
Chair of the Management Board





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Management Board's assessment

ANALYSIS AND ASSESSMENT OF THE CONSOLIDATED ANNUAL ACTIVITY REPORT OF THE AUTHORISING OFFICER FOR THE YEAR 2019

THE MANAGEMENT BOARD,

Having regard to the Regulation (EU) 2018/1139 of the European Parliament and of the Council of 11 September 2018,

Having regard to the Financial Regulation of the European Union Aviation Safety Agency (MB Decision 16/2019) and in particular Article 48 thereof,

Having regard to the Work Programme of the European Union Aviation Safety Agency for the year 2019 adopted by the Management Board in February 2019,

1. Welcomes the results presented in the Consolidated Annual Activity Report of the Authorising Officer as well as the performance achieved in discharging the tasks under EASA Regulation (EU) 2018/1139.
2. The activity report is considered by the Management Board to provide a faithful and comprehensive account undertaken by the Agency in 2019. It notes that the actions outlined in the Annual Work Programme 2019 were well achieved.
3. The Management Board also welcomes that the contents of the Consolidated Annual Activity Report follow those of the Annual Work Programme 2019. The Agency is encouraged to continue this practice in future reporting linking closer the two documents.

Based on the report and close co-operation with the Agency I can see continuous improvement of the performance throughout the organisation. It is also notable that

- EASA continuously develops the Consolidated Annual Activity Report;
- actively built up the partnership with the Member States and improves the communication with stakeholders; and
- is capable for dynamic reaction, whenever it is needed.

27 May 2020

For the Management Board

Piotr Samson

Chair of the Management Board



Executive Summary

While we are now facing in 2020 the most challenging year for the aviation sector, we will take a moment to look back over 2019 and present the key areas of work and main achievements of EASA:



Environment & Innovation

In cooperation with global partners and industry, the Agency stepped up its efforts to improve the environmental impact of aviation. Achievements include the development of new CO₂ standards, the monitoring of **Environmental Fraud prevention**, the concept of an **EcoLabel** as well as of **LifeCycle Assessments**. Furthermore, EASA is actively assisting its Member States to pivot towards greener and more sustainable aviation. To this end, the Agency and Norway signed an **Innovation Partnership Agreement** to assist **Norway's Electrification** of its domestic air transport system. Notwithstanding the Agency is committed to green aviation projects, while ensuring these meet its core goal of passenger safety in the EU and worldwide.



Generating Safety Information and addressing Safety Issues

EASA's Big Data project **Data4Safety** made significant progress in 2019, with the proof of concept phase agreed upon and the implementation of the first metrics. A reviewed version for the European Accident and Incident Reporting Systems (ECAIRS 2.0) has been prepared to start in 2020. The Agency also established the Aviation Forum **SAFE 360°** bringing together the aviation safety community in an innovative conference format that provide an all-round multi-sectorial picture of safety issues. Dedicated roadshow events were organised to support industry and ensure a smooth implementation of the new Part 21 (Reg 2019/897).

In line with its efforts to emphasize more strongly non-rulemaking safety interventions, EASA published **eight Opinions**, a number that allowed better alignment with the capacity of the EU system for the adoption of new rules, while still giving priority to strategic issues. Highlights cover domains such as electric propulsion, Flight Crew Licensing evaluation, Ground Handling and General Aviation.



Certification

In cooperation with the US Federal Aviation Administration (FAA) and other aviation authorities around the globe, a thorough **technical investigation** of the two **Boeing 737-Max** accidents was performed leading to the identification of appropriate actions. The case reminded the whole industry how quickly trust can be lost and the importance of safety. The agency also looks into the future with the first **Electric Vertical Take-off and Landing** approval



for a Design Organisation and by focusing on **Additive Manufacturing** methods like 3D printing in coordination with the industry and the FAA.



Improving effectiveness and efficiency of Safety oversight

As a response to EASA's enlarged scope, introduced via Regulation (EU) 2018/1139, two Operators signalled their interest to centralise their oversight by placing it under EASA, drawing upon **Article 65**. Negotiations are well under way and are expected to close in 2020. In parallel, EASA achieved the implementation of a **risk-based oversight** approach in the approval process for all Organisation Approvals.

EASA extended its **implementation support** to Greece and Hungary, working with the national aviation authorities to make the EASA system more robust and resilient. Furthermore, the European **Aero-Medical Repository** was implemented, a key recommendation after the Germanwings accident in 2015.



Enlarging the EU's global footprint

Committed to assisting the EU in enlarging its global footprint, EASA signed six new **Working Arrangements**, strengthening its partnership with Azerbaijan, Singapore, Egypt, China and Mexico, as well as two new **Memoranda of Understanding** with South Korea and Indonesia, on enhanced cooperation in civil aviation safety. Furthermore, EASA expanded its worldwide **technical cooperation and assistance** activities with the successful launch of two new projects, implemented on behalf of the EU: the EU-Africa Safety in Aviation project and an EU-South East Asia project on environmental protection and climate change.

2019 brought also the signature of the **EU-China Bilateral Aviation Safety Agreement (BASA)**, with the subsequent negotiations on the technical implementation procedures (TIP) concluding swiftly in early 2020. The **EU-Japan BASA** was also initialled in July 2019, triggering the start of the TIP negotiations soon thereafter.



Sound Financials

In 2019, the European Commission adopted EU Regulation 2019/2153, specifying the **Fees & Charges (F&C)** regime applicable to the Agency's industry stakeholders as of 2020. It ensures the sound financing of the Agency and adapts its F&C structure to the recent innovations of the aviation industry, now covering explicitly Vertical Take-off and Landing Aircraft, as well as Unmanned Aircraft Systems. In addition, EASA took immediate steps to reduce its expenditures and continue the review of processes and organisational structure to **deliver change, increase productivity and ensure effective results**.

The present Consolidated Annual Activity Report further details the achievements of EASA in 2019:



The Agency in Brief

The European Union Aviation Safety Agency (EASA) is responsible for ensuring safety and environmental protection in air transport in Europe.

It was established in 2002 and is located in Cologne (Germany) including an office in Brussels as well as four international permanent representations in Canada, USA, Singapore and China.

EASA's Purpose:

- ➔ Ensure the highest common level of safety protection for EU citizens
- ➔ Ensure the highest common level of environmental protection
- ➔ Single regulatory and certification process among Member States
- ➔ Facilitate the internal aviation single market & create a level playing field
- ➔ Work with other international aviation organisations & regulators

Key Facts:

Examples of achievements during 2019

- ➔ 2,496 Certification approvals issued.
- ➔ 375 Airworthiness Directives (ADs) delivered including revisions and corrections as well as 26 Emergency ADs.
- ➔ 12 Conflict Zone Information Bulletins published, with operational recommendations
- ➔ 8 Opinions and 23 decisions published in terms of regulatory activity
- ➔ 93 on-site inspections conducted across all technical domains, including two relatively new ones: Aerodromes (ADR) and Systemic Enablers for Safety Management (SYS).
- ➔ 158 applications processed for Third Country Operator (TCO) authorisations.



Strategic Statements

The 2019 was the year in which the EU commission presidency changed from Jean Claude Juncker to Ursula Von Der Leyen, and in the same sense the priorities from the new Commission were renewed.

Both strategy and plan for 2019 derived originally from the ten [key priorities](#) defined by the [Juncker's](#) Commission:

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



Of which the following **key priorities** were define for 2019 transport sector:

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



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

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

In addition, EASA also took note during 2019 of the new “von der Leyen” Commission political guidelines which helped on the prioritization during the planning process for following years as well as prioritizing activities on the last Quarter of 2019:

- ✓ A European Green Deal
- ✓ An economy that works for people
- ✓ A Europe fit for the digital age
- ✓ Protecting European way of life
- ✓ A stronger Europe in the world
- ✓ A new push for European democracy

In turn, **EASA** applied these priorities to the aviation domain formulating following **strategic statements**:

1. Our ambition is to be the **foremost Aviation Safety Agency** in the world
*Linked to: - Juncker objective: EU as Global Actor and to
- Von der Leyen guidelines: A stronger Europe in the world.*
2. The Agency works on safety, in a proactive manner, helped by an **enhanced safety analysis** capability
*Linked to: - Juncker objective: EU as Global Actor
- Von der Leyen guidelines: A Europe fit for the digital age.*



3. **One system** based on partners working in an integrated, harmonised and coordinated manner
Linked to: - Juncker objective: Jobs, Growth and Investment
- Von der Leyen guidelines: A Economy that works for people.

4. The Agency builds on **committed, agile** and **talented** staff
Linked to: - Juncker objective: EU as Global Actor and to
- Von der Leyen guidelines: A stronger Europe in the world

5. **Rules** are **smart, proportionate** and contribute to the competitiveness of the Industry
Linked to: - Juncker objective: Jobs, Growth and Investment
- Von der Leyen guidelines: A Economy that works for people.

6. The Agency will continue to be **independent** from political or economic influence in all its safety actions
Linked to: - Juncker objective: EU as Global Actor and to
- Von der Leyen guidelines: An economy that works for people

These strategic statements were the basis for ranking EASA's activities in 2019. The achievements described in this chapter can be linked to at least to one of the above.



Part I – Achievements of the year

I.1. Safety Intelligence and Performance

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

In the EPAS, Cybersecurity is recognised as a systematic enabler. The Agency initiated the development of a comprehensive approach to tackle the cyber threats faced by the EU aviation sector. This 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 relevant to the European aviation sector, as well as States and Industry.




Safety and Intelligence Performance contributes to EASA's adoption of an efficient, pro-active and evidence-based safety system.

I.1.1 Key Processes and Projects

Work Programme 2019: SAFETY INTELLIGENCE AND PERFORMANCE	
Principal Funding Source: EU contribution	
Objective A)	Implementation of an EASA Safety Intelligence event
Status	<p>Accomplished.</p> <p>EASA gathered the aviation community for its 1st <u>Safety in Aviation Forum for Europe (SAFE) 360°</u> event on 13-15 May 2019 in Brussels.</p> <p>SAFE is an innovative conference format that provides an all-round multi-sectorial picture of the safety issues, a focused examination of key risk areas and a toolbox of potential mitigations. For its first edition about 250 people from across the European aviation safety community came together to share their experiences and to discuss the broader perception of the combined safety risk picture and a multi-domain perspective that considered an array of solutions. The first day covered the different strategic views, discussed the top-safety risks and balanced those views with possible collaborative mitigations. The second and third days, while thematically different, followed a similar</p>





	<p>rhythm with 360° discussions on runway incursion, lithium batteries and ground safety followed by breakout sessions on occurrence reporting and flight data monitoring. It was an inspiring event that supports the Data4Safety initiative that will provide a long term framework for collaboration in European aviation. The key takeaways from the first edition of the Safety in Aviation Forum for Europe (SAFE) 360° have been published on the EASA event page:</p> <p>https://www.easa.europa.eu/sites/default/files/dfu/Key%20Takeaways%20from%20First%20Edition%20of%20SAFE%20360.pdfhttps://www.easa.europa.eu/sites/default/files/dfu/Key%20Takeaways%20from%20First%20Edition%20of%20SAFE%20360.pdf</p>
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Work Programme 2019: SAFETY PROMOTION	
Principal Funding Source: EU Contribution	
Objective A)	Implementation of the Safety Promotion Strategy by developing the initial Safety Promotion Plan to ensure that it is effective at raising awareness of Safety Risks and supports the European Aviation Community with practical mitigations. This should be achieved through the delivery of targeted material and other activities that meet the needs of each Safety Topic for different aviation domains
Status	Accomplished.
	The Safety Promotion Plan for 2019 was completed as planned — part of the SMS implementation was carried over to 2020/Q2, pending the launch of the new Safety Promotion Website.
Objective B)	Promotion of the key Safety Risks and Topics within general aviation to support the General Aviation Roadmap 2.0 and within Rotorcraft to support the Rotorcraft Roadmap. This should be achieved by delivering targeted material depending on the need of the risk and audience to be reached
Status	Accomplished.
	Sunny Swift is an EASA cartoon series that was created to promote safety-related messages to the GA Community. In 2019, EASA published, as planned, a total of 8 Sunny Swift issues. Within the Rotorcraft Roadmap, EASA created and made available to the rotorcraft community two risk management applications, and completed the video on Passenger Pressure Management in 2019/Q4. Additionally, the European Safety Promotion Network Rotorcraft (ESPN-R) Workshop took place within the Rotorcraft and VTOL Symposium in December 2019, touching among others upon the topic of emerging technologies with safety benefits
Objective C)	Implement the GA Safety Award to promote the development of reliable tools to improve safety, encourage investment in this area, support and enhance visibility of valuable products, further enhance GA community's engagement to safety.
Status	Accomplished.
	The GA Safety Award application period ended on 31 December 2019. EASA completed the evaluation of the applicants and awarded the prizes and recognitions in May 2020.






	<p>Due to the cancellation of the AERO trade fair in Friedrichshafen, the awardees were announced in EASA website:</p> <p>The Open Glider Network (OGN) was selected in the first place. The tool provides a unified tracking platform for gliders, GA aircraft, paragliders, drones and other small airborne objects, helping reduce mid-air collision risks as well as the provision of weather information.</p> <p>Additional awards and recognitions were given to: the PocketFMS Foundation for EasyVFR 4 which provides a complete solution for flight preparation, route planning, and flight navigation. To Flytool and their solution that provides both flight management and safety reporting and to Oscar Yankee APS for their Wings Toolbox</p>
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Work Programme 2019: RESEARCH STRATEGY	
Principal Funding Source: EU Contribution	
Objective A)	Implementation of H2020 Delegation Agreement Roadmap 2019-2020 (launch of calls, tendering process, DA signed, contracts ready for signature)
Status 	<p>EASA replaced the initial plan to work on the basis of a DA with a contribution agreement (CA), which was not finalised by the end of 2019, but was signed on 31 March 2020.</p> <p>Out of the 10 research actions that were included in the initial DA, EASA launched 7 tenders, and carried over 3 to 2020/Q2-Q3</p>
Objective B)	Consolidate and prepare delivery of a Research Strategy implementation plan that supports the needs of the EPAS, aviation industry and research community
Status 	<p>Accomplished.</p> <p>EASA initiated and completed the development of the following four main strategic lines for research activities (regulatory-oriented research), and shared them with the European Commission:</p> <ol style="list-style-type: none"> 1. support the proposed public-private partnerships for clean aviation and air traffic management (ATM) modernisation (industry-led research); 2. develop research actions to respond to urgent needs in safety and security (led by EASA); 3. increase synergies with the public sector, and avoid, as possible, duplication of research for aviation in the public sector (through partnerships with research centres); and 4. promote greener air transport and ‘circular economy’ (‘EU green deal’); in addition, such research aims also at supporting the development of EASA’s Innovation Cell.
Objective C)	Negotiate grants or other agreements to fund additional research, in line with the EPAS
Status	Accomplished.







	EASA, together with the EC, drafted a Contribution Agreement to fund key EPAS 2020-2024 research actions, with a budget of EUR 13 million (depending on implementation). The Contribution Agreement was signed on 31 March 2020 (reference: MOVE/B3/SUB/2020-243/SI2.826742).
Objective D)	Start the collaboration with the association of universities (founded in 2018)
Status 	EASA designed a Doctor of Philosophy (PhD) scheme and identified several candidates. EASA is assessing the option for the legal establishment of a universities association. The Executive Director's (ED) signature is expected in 2020.

Work Programme 2019: CYBERSECURITY IN AVIATION AND EMERGING RISKS	
Principal Funding Source: EU Contribution	
Objective A)	Implement the Strategy for Cybersecurity in Aviation within the related timelines: Publish a Notice of Proposed Amendment (NPA) proposing the introduction of organisational requirements for the management of cybersecurity risks in all aviation domains
Status 	Accomplished. NPA 2019-07 was timely published on 27 May 2019. The next step is the publication of the related Opinion in 2020.
Objective B)	Implement the Strategy for Cybersecurity in Aviation within the related timelines: Finalise the Pilot Phase for the establishment of the European Centre for Cyber Security in Aviation (ECCSA)
Status 	Accomplished. The pilot phase was completed in March 2019. ECCSA has been open for new memberships since July 2019 and is gradually increasing its operational activities.
Objective C)	Implement the Strategy for Cybersecurity in Aviation within the related timelines: Assist the European Commission in matters of safety-related security issues, including an alert system for conflict zones
Status 	Accomplished. EASA actively participated in the following fora: Aviation Security (AVSEC) Committee, Stakeholder Advisory Group on Aviation Security (SAGAS), and the European High Level Task Force on Conflict Zones for the establishment of a common European risk assessment of conflict zones. EASA strongly supported the European Commission in those activities. In addition, EASA signed a Memorandum of Understanding (MoU) with the EC's Directorate-General for Mobility and Transport (DG MOVE) (A.5 SECURITY) in 2019/Q2, which defines EASA's support activities. Together with the European Commission's Directorate-General Migration and Home Affairs (DG HOME)/DG MOVE, EASA is now participating in the EU Risk Assessment meetings with the EU Member States. EASA regularly updates and revises 12 active



	conflict zone information bulletins (CZIBs). The NAA's Network of Risks in Conflict Zone (RCZ) issued 10 restricted rapid notice communications to promote information sharing.
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Work Programme 2019: EUROPEAN BIG DATA PROGRAMME – Data4Safety – (2016 - 2021)	
Principal Funding Source: EU grants + F&C accumulated reserve	
Objective A)	Data4Safety Proof of Concept deliver first set of metrics
Status 	Accomplished. EASA specified and agreed on the used cases for the PoC, and delivered the first metrics. Data validation is on track and ongoing.
Objective B)	Deliver one to two Use Cases as agreed by PAR AG/MB in Q4 2018
Status 	The PAR AG and the EASA Management Board (MB), in November and December 2019 respectively validated the selection, technical specifications, and spending model of the two best candidate Use Cases that were proposed by EASA/D4S. Action taken: due to the additional iterations required in 2019 with the PAR AG and the EASA Management Board to converge on the selection, technical specification and spending model, the initiation of the implementation of the first selected Use Case has been postponed to 2020.
Objective C)	Launch of a procurement procedure for ECCAIRS 2.0 project resulting in a FWC (EASA.2019.HVP.01)
Status 	Accomplished. EASA launched the tender, evaluated it in March 2019, and signed the FWCs in July 2019. A kick-off meeting for the planning and set-up of ECCAIRS 2 took place in August 2019. EASA initiated the phase III for the development of ECCAIRS 2 in September 2019.
Objective D)	First operational version of ECCAIRS 2.0 is live
Status 	Not completed EASA plans to deliver the minimum viable product (MVP) in September 2020. The MVP deployment in the EU Member States will be completed by December 2020.



I.1.2 Overall Resources & Key Performance Indicators

Resources	2019
Human Resources (FTEs)	56
Of which allocated Human Resources (FTEs)	16

Performance indicators	Result 2018	Result 2019	Target 2019
Timely processing of occurrence reports	98% 2.7 days	86.1% 3.8 days	≥82% ≤5 days
Accuracy of technical owner allocation	98%	98.5%	≥95%
Timeliness to answer safety recommendations	100%	100%	≥97.5%
Productivity and Quality of Safety Analysis process	2 items	4 items	≥4
Implementation Safety Promotion Programme	90%	100%	≥80%
Safety Promotion Resource Engagement	8 FTE	On-track	9.6 FTE
Proportion of safety promotion materials and actions jointly developed with stakeholders	80%	100%	≥50%
Timely execution of committed research projects	100%	Delayed	100%
Processing of requests for participation in external research projects	New KPI	76%	≥80%






I.2. Product Certification

EASA is responsible for the airworthiness and the environmental certification of aeronautical products and parts. This responsibility encompasses the initial type certification, 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 design. It also covers activities to ensure the continuing airworthiness 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, the certification support for validation of certificates outside the EU as well as technical advice contracts upon request of either the industry, aviation authorities or other public institutions. EU industry is supported in validating their products in third countries, by developing and implementing streamlined procedures with bilateral partners and supporting industry with technical expertise.

I.2.1 Key Processes

Work Programme 2019: INITIAL AIRWORTHINESS AND OPERATIONAL SUITABILITY	
Principal Funding Source: F&C	
Objective A)	Full implementation of new Part 21 including Level of involvement by end 2019, subject to the publishing of the new rule
Status	<p>Accomplished.</p> <p>Regulation (EU) 2019/897, amending Regulation (EU) No 748/2012, was published in the EU Official Journal on 6 June 2019.</p> <p>The amendment incorporates the changes proposed by EASA, relating to Lol, maintenance check flights, and the implementation of the Committee on Aviation Environmental Protection amendments (CAEP/10) on climate change, emissions, and noise.</p> <p>EASA updated its certification (CT) handbook and relevant working procedures to reflect the amended Part 21, including Lol. All EASA Project Certification Managers (PCMs), experts, and Design Organisation Approval Team Leaders (DOATLs), as well as NAA staff working on behalf of EASA on certification activities, were specially trained in the new rules. Furthermore, several training courses on the new rules were provided for all EASA staff.</p> <p>To ensure a smooth implementation, EASA organised four roadshow events for industry, explaining the new rules, providing information and clarifications, and responding to questions. Industry appreciated that EASA organised those sessions, and provided very positive feedback in stating that the events offered very useful information to support the application of the new rules. In addition, more than 250 pilot projects were</p>



	completed, where the new LoI rules had been applied before the amended Part 21 became applicable.
Objective B)	All aircraft engines are re-certified in line with CAEP/10 PM Standard by end of 2019
Status	<p>Accomplished.</p> <p>EASA plays a leading role in actively developing and implementing measures to address environmental challenges.</p> <p> In accordance with the amended Part 21, all aircraft engines had to be recertified in line with CAEP/10 standards by the end of 2019.</p> <p>EASA received and reviewed compliance data for all 21 applicable engine types, which led to the timely recertification in accordance with the new emissions standards.</p>
Objective C)	New CO2 Standard is embedded in the Certification handbook by end of 2019
Status	<p>Accomplished.</p> <p>The Certification handbook is a user guide that provides guidance to EASA, NAAs, and Qualified Entities (QE) staff when working on certification-related tasks.</p> <p> As the amended Part 21 incorporates the CAEP/10 amendments on climate change, emissions, and noise, it became urgent to include the new CO2 standard in the Certification handbook, which was completed by the end of 2019.</p> <p>All necessary changes for incorporating the new CO2 standard into the Certification handbook were identified and consolidated in an agreed text format. In addition, paragraphs on environmental protection were updated to reflect the latest amendments to EU regulations, including to Part-21, as well as the reorganisation of the EASA Certification Department. The handbook was prepared for publication by the end of 2019.</p>
Objective D)	Environmental Fraud prevention monitoring activity is in place by end of 2019
Status	<p>Accomplished.</p> <p>The environmental fraud prevention monitoring addresses noise and emissions aspects to perform validity checks on certification data that are provided by applicants.</p> <p> In this context, EASA developed and tested a noise-monitoring software tool, which is now operational. In addition, EASA acquired noise measurement equipment, which was used to sample noise data during noise certification campaigns to confirm the validity of the established certification noise levels. The equipment will be used accordingly for future type certification activities in Europe.</p> <p>With regard to emissions, EASA used measurement equipment for non-volatile Particle Matters (nvPM) measurements to inform the development and update of the new nvPM emissions requirement for new aircraft engines, applicable as of January 2020. EASA Certification Management validated a report covering these aspects in December 2019.</p>



Objective E)	Sustainability action: Sustainable fuels project is launched
Status 	Accomplished. Facing one of the most serious challenges for aviation, such as sustainability, EASA launched a project under its new Environmental Strategy (Green Deal). ExCom decided in January 2020 that ‘sustainable aviation fuels’ will be one of the strategic objectives of the Strategic & Safety Management Directorate.
Objective F)	Sustainability action: ecoLabel / LifeCycle Assessments concept is approved by Management Board Dec 2019
Status 	Accomplished. Environmental label concept paper was approved by the Management Board in December 2019. The next agreed activity is related to the Prototypes approval in June 2020.
Objective G)	Sustainability action: REACH monitoring process in place with European Chemical Agency under the Memorandum of Understanding
Status 	Accomplished. Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) monitoring process is in place and active. First test case lead-additive (Tetraethyl lead-TEL) a chemical “anti knock” agent for general aviation fuels.

Additional achievements:

In addition to achieving the specific objectives on initial airworthiness (IAW) and operational suitability listed in the tables above, EASA received in 2019 a high number of applications in the product certification domain, similar to 2018: new type certificate applications for business jet, several unmanned aircraft systems UASs, and many more.

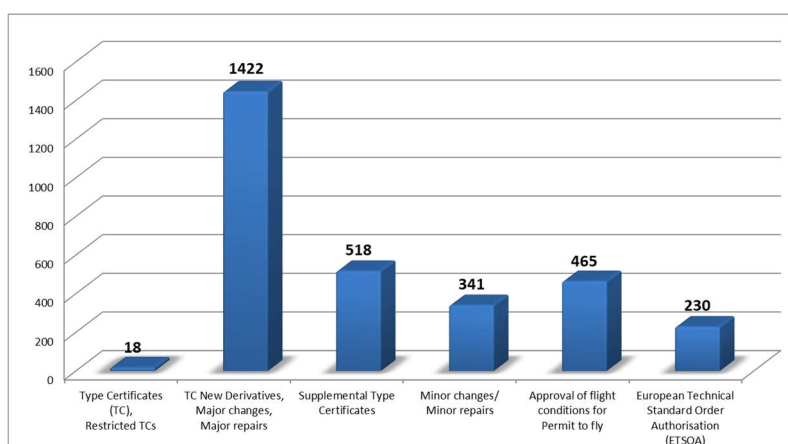


Figure 1: Applications submitted to the Agency for the certification activities in 2019



The total number of certificates issued in the product certification domain is slightly below the 2018 level. Type certificates were issued, among others, for the Gulfstream GVII business jet, Safran Helicopter Engines ARRANO-1A, ARDIDEN-1U, ANETO-1K, and EXTRA NG aerobatic aircraft. EASA issued certificates for major changes to Airbus A330-743L Beluga XL, as well as type certificates for the new models of the Airbus Single Aisle NEO family, such as A319-171N and A319-151N, and Embraer E195-E2. In addition, EASA issued the first European Technical Standard Order Authorisation (ETSOA) for integrated modular avionics (IMA) to Thales.

In 2009, EASA issued a total of 63 (out of which 8 are new) type certificate data sheets for noise (TCDSNs), as well as and 1162 new and 6506 amended aircraft noise level records.

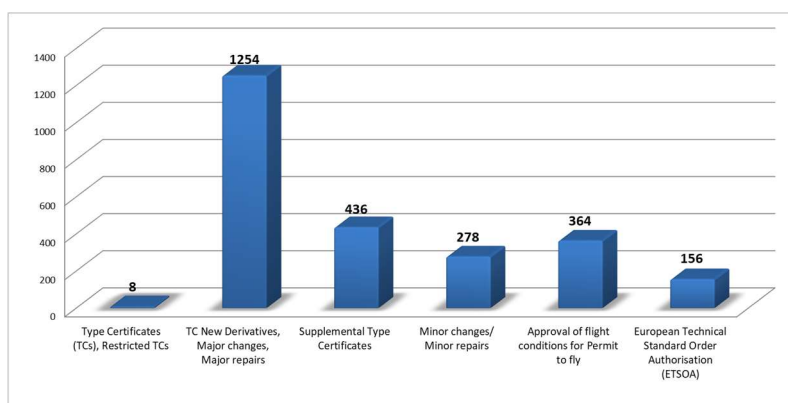


Figure 2: Approvals issued by EASA during 2019



Work Programme 2019: CONTINUING AIRWORTHINESS AND OPERATIONAL SUITABILITY	
Principal Funding Source: F&C	
Objective A)	Implementation of the Rotorcraft taskforce recommendations within the related timelines
Status	<p>In 2019, EASA started evaluating and implementing the recommendations of the Rotorcraft Taskforce. EASA launched the transverse project 'Rotorcraft Safety Roadmap' to bring together expertise from various departments. EASA grouped the recommendations in coherent sets of actions (work streams) and defined a work programme. The outcome of the work streams was the following:</p> <ul style="list-style-type: none"> — several product improvement roadmaps; — a better data set of occurrences; — the identification of training issues through a survey to European NAAs/ approved training organisations (ATOs); — the initiation of a number of rulemaking tasks (RMTs) in the airworthiness domain to modernise EASA rules; and — the procurement of two evaluation studies. <p>All actions were coordinated with industry and NAAs. A focus was put on using mixed reality training devices to improve training while reducing accidents during training flights. Safety Promotion was actively engaged through the publication of a number of materials and through outreach efforts to promote the approach outside Europe (ICAO-EUR and ICAO GA). EASA postponed the creation of a group to structure the involvement of NAAs (kick-off in January 2020 instead of 2019). In addition, EASA carried over certain RMTs related to helicopter training and simulators to 2020.</p>

Additional achievements:

In 2019, EASA dedicated a significant amount of time to CAW oversight. Due to the two accidents of the Boeing 737 MAX 8, the subsequent grounding of the aircraft, and the resultant EASA activities, the workload in these projects was significantly higher than originally planned.

Following the tragic accident of Ethiopian Airlines flight ET302, the second complete loss of the relatively new Boeing 737 MAX 8 aircraft in a matter of months, EASA decided to ground all Boeing 737-8 MAX and 737-9 MAX aircraft in Europe. The decision was taken based of the technical similarities between the two accidents.

As more information on the causes of the accidents became available, EASA decided to analyse and assess the full flight control system of the aircraft as part of its validation process before the aircraft could return to service in Europe. This activity far exceeds the usual amount of effort dedicated to an aircraft for which EASA is not the primary certification authority. The intensive nine-month activity was of similar magnitude to the effort required to certify a new derivative aircraft (typically over 4-5 years). The activity continues with similar intensity in 2020.



This unscheduled task was carried out in parallel with other planned activities.

In addition, EASA acted as primary certification authority for the management of continuous airworthiness due to the rapidly growing aircraft fleet. This increased workload for EASA includes its heavy involvement in the investigations, a corrective action plan, as well as appropriate decisions on issuing Airworthiness Directives (ADs) in particular situations, such as for the Citation Jet 525 supplemental type certificate (STC) (Cranfield Aerospace Solutions).

Regarding aircraft propulsion systems, EASA took substantial mitigation actions for PW1100G (A320NEO), PW1500 (A220), as well as RR Trent1000 engines (B787).

As a result of its CAW oversight activities, EASA issued 349 ADs (including revisions and corrections) and 26 Emergency ADs. A detailed list can be found on the [AD publication portal](#). The following figure shows an extract by department.

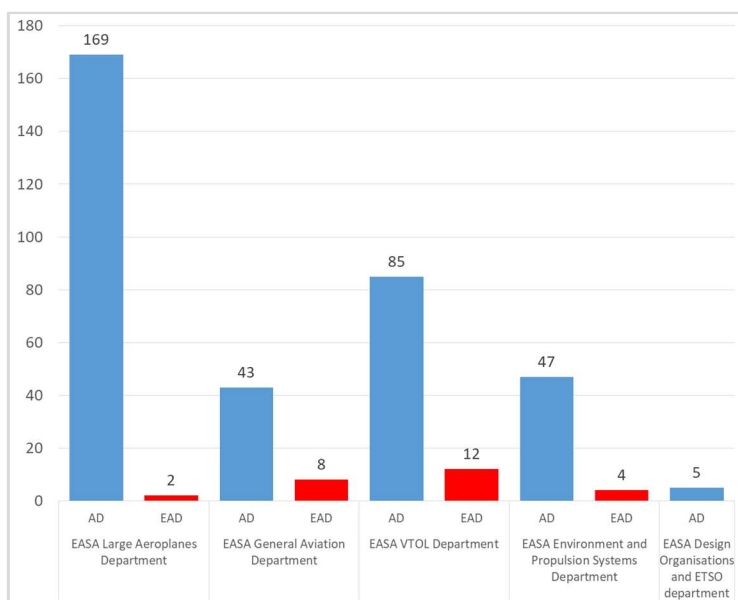




Figure 3: AD and EAD issues by EASA during 2019

EASA published 24 Safety Information Bulletins (SIBs) relating to airworthiness and operational matters. In addition, EASA adopted 179 foreign ADs and uploaded 22 Foreign Safety Advisory Information (FSAI) publications onto the AD publication portal.

Work Programme 2019: CERTIFICATION RELATED SERVICES	
Principal Funding Source: F&C	
Objective A)	Approval and implementation of the Technical Implementation Procedures (TIP) with Civil Aviation Administration of China Civil Aviation Administration of China (CAAC) by end of 2019
Status 	The Bilateral Aviation Safety Agreement (BASA) with China was officially signed on 20 May 2019. When in force, the Agreement will enable strengthened and more formal cooperation between EASA and CAAC in aviation safety, including certification.



	The conclusion of the TIPs negotiation was originally expected by the end of 2019, but additional negotiation rounds were needed to agree on a text acceptable to both parties. The updated target date for the conclusion of the negotiations is 2020/Q2.
Objective B)	Approval of the TIP revisions with Bilateral Partners by end of 2019
Status 	This objective was postponed owing to international developments, in particular related to the consequences of the Boeing 737 Max accidents. A new date has not been set.
Objective C)	To support the implementation of the Innovative Partnership Contracts with industry
Status 	<p>Accomplished.</p> <p>In general, all ongoing Technical Advisory Contracts/Innovative Partnership Contracts (TACs/IPC) were on track and no issues were identified.</p> <p>In particular, EASA signed in 2019 Memoranda of Cooperation (MoC) with 6 new European entities, both Companies and also national institutions. Advance conversations with another 3 entities are expected to lead to a signature in 2020.</p> <p>On the other hand and related to IPC, one new contract was concluded in addition to the 2 contract that were already ongoing. Five other IPCs were in final negotiation, as well as new potential subjects for IPCs were identified.</p> <p>As EASA did not sign as many IPCs as expected in 2019, the hours spent, dedicated to IPCs, were 58 % of the planned hours. The fact that the target was not met did not create an issue as it was not an indicator of certification performance in the context of IPCs.</p>

Additional achievements:

In 2019, in addition to its activities as certification authority, EASA received more than 650 applications for supporting the validation by foreign authorities of EU applicants' EASA design certificates (Certification Support for Validation).

Among others, EASA supported EU applicants in the following successful validations in 2019: type validation of Leonardo AW169 large rotorcraft and A321neo ACF with the CAAC, as well as A350-XWB type validation with the Japan Civil Aviation Bureau (JCAB) and the Russian Federation Civil Aviation Administration (RFCAA).

Apart from validation activities, EASA organised three major events related to design:

1. Further to the recent rapid expansion in the use of additive manufacturing (AM) methods in aviation products, EASA has been working in close cooperation with industry and other regulators to find the most efficient means by which the future regulation of technology and its applications can be optimised. As part of this process, and in response to industry requests, EASA and the Federal Aviation Administration (FAA) established an



annual EASA-FAA Workshop on Additive Manufacturing to be alternately by EASA and the FAA. In 2019, the event was held in Cologne and was attended by around 100 participants.

2. Another important event was the Product Certification & Design Organisation Approval Workshop. Its objective was to update industry and NAAs representatives on important EASA developments and activities in the certification and design domains, including working methods, best practices, rulemaking, and international activities and provide a platform for discussion and information sharing. This successful workshop attracted 540 participants, making it the largest EASA event in 2019.

3. EASA also organised the Rotorcraft and VTOL Symposium in 2019. It provided a unique forum in Europe to discuss the latest rotorcraft developments from a safety perspective. The scope of the 2019 Symposium was extended to include all types of vertical take-off and landing (VTOL) aircraft.

1.2.2 Overall Resources & Key Performance Indicators

Resources	2019
Human Resources (FTEs)	358
Of which allocated human resources (FTEs)	107

Note: FTE stands for full-time equivalent.

Key performance indicators	Result 2018	Result 2019	Target 2019
Annual IAW satisfaction rate (stakeholders)	n/a	n/a	≥ 78 %
IAW performance rate	96 %	89 %	95-105 %
ADs deficiency rate	5 %	4.3 %	≤ 5 %
CAW predictability time	115 %	95 %	≥ 90 %
Occurrences backlog monitoring rate	84 %	77 %	90-110 %
Technical acceptance of occurrence timeliness	10 days	13 days	≤ 10 days
Timeliness of certification support for validation of products	71 %	67 %	≥ 71 %





I.3. Organisation Approvals

Within Europe, EASA is responsible for all Design Organisations, as well as for certain Production Organisations if this is requested by Member States. Organisation Approvals activities also include the approval and oversight of pan-European Air Navigation Service Providers and the Network Manager[1]. In this context, EASA fulfils certification, oversight, and enforcement tasks, monitors the safe provision of services, and verifies that the applicable requirements are met.

Outside the territory of the Member States, EASA approves and oversees organisations involved in Air Traffic Controller training, Design, Production, Maintenance, Continued Airworthiness Management and Maintenance Training, as well as Flight Crew Training organisations and Aero-Medical centres. Furthermore, EASA provides technical support to the Satellite-Based Augmentation System in South Korea.

Articles 64 and 65 of Regulation (EU) 2018/1139 expand the possible scope of the issuing and monitoring of European organisation approvals by the Agency (e.g. in maintenance, Aircrew Training Organisations (ATO) and Air Operator Certificates (AOC)). By the end of 2019, the Agency had received two applications from organisations that wish to have their oversight transferred to EASA. These requests are currently being processed in collaboration with the relevant Competent Authorities.

I.3.1 Key Processes

Work Programme 2019: DESIGN ORGANISATION APPROVALS	
Principal Funding Source: F&C	
Objective A)	DOAs to follow up Level 3 findings, which are neither related to a non-compliance nor to a safety issue (part of streamlining initiative in 2019). EASA to monitor progress
Status 	Accomplished. In future, DOAs will independently follow up on Level-3 findings, using the Independent System Monitoring and/or through regular reporting to the DOATL, e.g. during an annual meeting. The EASA monitoring of this activity is based on an established policy that was shared with all DOATLs and communicated to industry through various EASA channels (newsletter, Workshop, etc.).
Objective B)	New concept for DOA Dashboard in place by end of 2019
Status 	Accomplished. EASA created the concept, and modified the DOA Dashboard, which now defines the performance of the DOA in terms of organisation and IAW, in 2019/Q4. DOATLs and industry were informed and received the necessary briefing material to ensure a harmonised use of the new DOA Dashboard.



Additional achievements:

In addition to the specific objectives related to design organisations, which are listed in the tables above, EASA continued to receive a high number of applications for approval, compared to previous years. Not all of the applications led to an approval as a number of organisations cancelled their project in the meantime.

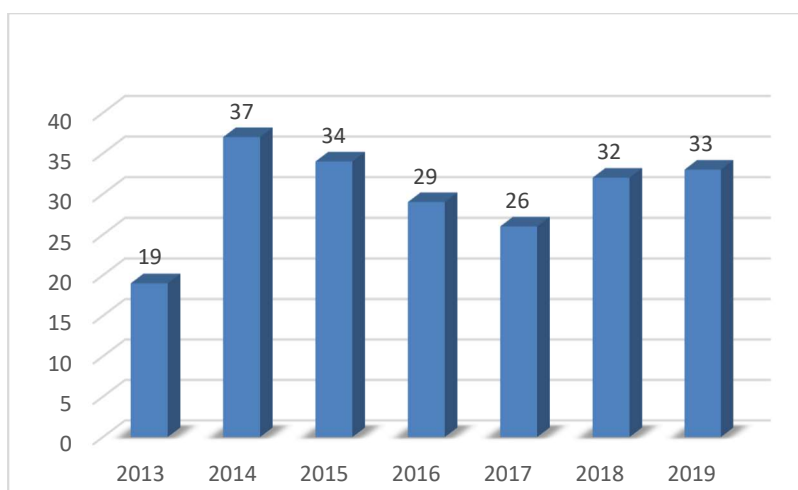


Figure 4 — Applications received by EASA for new DOAs since 2013

The total number of certificates issued by EASA in the DOA domain has increased compared to last three years. The first electric VTOL (eVTOL) DOA was issued to Volocopter.

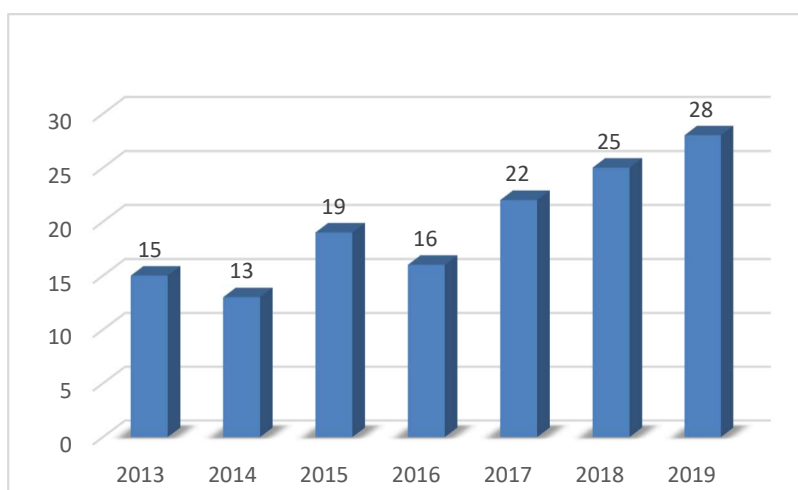





Figure 5 — DOAs issued by EASA since 2013

At the end of 2019, out of the 378 DOAs under surveillance, 349 were located in the European Union or EFTA States, and 29 were located in non-EU countries.



Work Programme 2019: ORGANISATION APPROVALS (OA)

Principal Funding Source: F&C	
Objective A)	Implementation of the risk-based oversight approach into the Organisations Approvals Procedures for all OA domains
Status 	Accomplished. <p>The risk-based oversight approach was implemented and will be presented by the Flight Standards Directorate to the EASA Safety Committee (ESC) in March 2020. All OA procedures were updated based on the new approach and the existing regulatory framework.</p>
Objective B)	Adoption of updated procedures for Organisation Approval following the entry into force of the Regulation (EU) 2018/1139
Status 	Accomplished. <p>The common process for all OAs (including initial approval and surveillance) is ready for validation, pending the review by the EASA Quality Section. The documentation for EASA AOCs is being developed to be ready for the first case in the European Commission in April 2020.</p>
Objective C)	Implementation of the provisions introduced through new bilateral agreements (e.g. China) or new annexes to existing BASAs
Status 	<p>The new Annexes to the BASA with the USA have not been adopted; the signature date is planned for June 2020.</p> <p>Negotiations on the BASA with Japan have been concluded. Formal signature is expected in 2020. Discussions on the TIPs are still ongoing.</p> <p>Discussions with China on the TIPs have resumed. It is expected to conclude the discussions by 2020.</p>

1.3.2 Overall Resources & Key Performance Indicators

Resources	2019
Human Resources (FTEs)	131
Of which allocated Human Resources (FTEs)	50

Note: FTE stands for full-time equivalent.



Performance indicators	Result 2018	Result 2019	Target 2020
Timely approval of Design Organisation (DOA) continuation	93%	97.3%	≥95%
Timely initial approval of Organisation	On track	n/a	n/a
Timely approval of Organisation continuation	On track	On track	≥90%
On time closure of Organisation Approvals (OA) findings	95%	Challenge identified (89.5%)	≥95%
Feedback on Organisation Approval process (yearly)	New KPI	n/a	n/a





I.4. Third Country Operators

The Agency is responsible for the authorisation of any third-country operator who intends to perform commercial air transport (CAT) operations into, within, or out of any of the EU and EFTA Member States' territories. Authorisations are granted based on data-driven analyses, which is an application example of the data-driven safety plan for Europe. Once authorised, EASA is also responsible for the continuous monitoring of these TCO authorisation holders and for taking enforcement measures as necessary.

These activities are conducted in accordance with the provisions of Commission Regulation (EU) No. 452/2014. Associated Acceptable Means of Compliance (AMC) and Guidance Material (GM) have been published as Part-TCO/ AMC/GM.

I.4.1 Key Processes

Work Programme 2019: THIRD-COUNTRY OPERATORS AUTHORISATION	
Principal Funding Source: EU Contribution	
Objective A)	Maintain and enhance a risk-based Continuous Monitoring Programme (CMP)
Status	Accomplished.
	EASA fully implemented the CMP, as planned. It achieved this objective by 99.5 %, as it opened on time 157 out of 158 TCO cases due for continuous-monitoring.
Objective B)	Deploy for example mutual recognition with international partners, to streamline the process for business jet operators
Status	Accomplished.
	In addition to streamlining the TCO process for US business jets, EASA coordinates with other major aviation authorities to handle cases of problematic operators, as needed.

I.4.2 Overall Resources & Key Performance Indicators

Resources	2019
Human Resources (FTEs)	19
Of which allocated Human Resources (FTEs)	5

Note: FTE stands for full-time equivalent.





Performance indicators	Result 2018	Result 2019	Target 2019
Authorised TCOs reviewed as planned	On track	99.5%	100%
Timely validation/completion of Third Country Operator applications	60%	80%	>80%




I.5. Standardisation




Standardisation activities conducted by EASA rely on a system-oriented Continuous Monitoring Approach (CMA) to monitor the safety performance of the different Competent Authorities and ensure the performance is harmonised. These activities comprise monitoring and inspection. The monitoring is performed by analysing data from multiple sources to assess the Competent Authorities' ability to discharge their oversight responsibilities. The inspections are carried out on-site, to directly verify the application of the rules. Inspections are prioritised and planned according to a risk-based approach based on the Agency's assessment of the Competent Authorities.

I.5.1 Key Processes

Work Programme 2019: STANDARDISATION: MONITOR APPLICATION OF REGULATIONS AND IMPLEMENTING RULES	
Principal Funding Source: EU Contribution	
Objective A)	Further develop/complete EASA's capacity, including training, for standardisation activities in SYS
Status	Accomplished.
	EASA performed on time all "Systemic Enablers for Safety Management" (SYS) related activities.
Objective B)	Be ready for providing Implementation Support to Member States when requested, within the resource constraints
Status	Accomplished.
	EASA processed and responded to all actionable requests for implementation support during 2019. In addition, EASA put in place the necessary infrastructure to effectively provide implementation support when it receives requests from Member States.

Work Programme 2019: IMPLEMENTATION SUPPORT	
Principal Funding Source: EU Contribution	
Objective A)	Inform Member States of the possibility to receive Implementation Support through a workshop or targeted communication
Status	Completed.
	The EASA Management Board was informed of and endorsed that possibility.
Objective B)	Identify Member States that could benefit from Implementation Support
Status	Accomplished.



	EASA processed and responded to all actionable requests for implementation support during 2019. EASA successfully completed the ensuing missions to those Member States, and put forward a plan for delivery in 2020.
Objective C)	Support Member States in understanding and implementing European Aviation Safety Regulations, thus enabling a robust European Safety system
Status	Accomplished.
	EASA processed and responded to all actionable requests for implementation support during 2019. In addition, EASA put in place the necessary infrastructure to effectively provide implementation support when it receives requests from Member States.
Objective D)	Develop a European Aero-Medical Repository
Status	Accomplished.
	EASA developed and validated the Repository on time and on budget in 2019. End user training, as well as implementation and roll-out are planned for 2020.

1.5.2 Overall Resources & Key Performance Indicators

Resources	2019
Human Resources (FTEs)	69
Of which allocated Human Resources (FTEs)	17

Note: FTE stands for full-time equivalent.

Performance indicators	Result 2018	Result 2019	Target 2019
Efficient and robust Standardisation (yearly)	n/a	On track	≤-5%
Control of overdue Standardisation findings	20.5%	17.1%	≤20%
Timely issuance of Standardisation reports	96%	92.2%	≥ 95%






I.6. EU Ramp Inspection Programme

The EU Ramp Inspection Programme is a European programme for the performance of ramp inspections on aircraft used by Third Country Operators (Safety Assessment of Foreign Aircraft inspections) or used by operators which fall 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 administered by EASA). Ramp inspections may also be carried out in the absence of any suspicion of non-compliance, following a spot-check procedure.

I.6.1 Key Processes and Project

Work Programme 2019: SAFETY ASSESSMENT OF FOREIGN AIRCRAFT (SAFA) COORDINATION	
Principal Funding Source: EU Contribution	
Objective A)	Deployment of a system-wide coordination process
Status 	Accomplished. EASA deployed the process in February 2019, which is applicable as of 2020. The 2020 objectives were set on 30 November 2019. Despite the formal applicability date of 1 January 2020, the vast majority of States voluntarily implemented the process as of 1 January 2019.
Objective B)	One new SAFA Working Arrangement signed
Status 	Accomplished. EASA signed a SAFA WA with Azerbaijan in March 2019. In addition, EASA concluded negotiations with Qatar in 2019 and signed the SAFA WA in January 2020.
Objective C)	Implementation of a new Ramp Inspections Database
Status 	Due to tasks re-prioritisation, EASA carried over the remaining changes that were planned for 2019/Q4 to 2020/Q1. The full redevelopment of the RAMP IT Tool is pending finalisation of the CORAL project, which has no negative impact on normal operations.

Additional achievements:



In 2019, EASA launched three major projects:

- Ramp simplification project that reduces regulatory burden and introduced the ramp inspection manual (RIM) with detailed guidance;
- a manufacturer data project that establishes a process to determine the category of findings on certain technical defects; and
- System-wide coordination project that sets the Member State's risk-based inspection targets for major airlines.

I.6.2 Overall Resources & Key Performance Indicators

Resources	2019
Human Resources (FTEs)	5
Of which allocated Human Resources (FTEs)	1

Note: FTE stands for full-time equivalent.

Performance indicators	Result 2018	Result 2019	Target 2019
Overall stakeholder satisfaction	n/a	n/a	78%
Downtime of Ramp Inspection Database	n/a	On track	≤ 3 days



I.7. International Cooperation





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

EASA and the EU also develop international cooperation instruments - Bilateral Aviation Safety Agreements (BASAs) at EU level and Working Arrangements (WAs) at EASA level - to organise the cooperation with international aviation partners efficiently and effectively 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, 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. As a Regional Safety Oversight Organisation (RSOO) itself, EASA seeks in particular to assist ICAO in the development of the RSOO concept, through the RSOO cooperative platform. Strengthening the role of RSOOs at ICAO level will allow ICAO to increasingly rely on EASA's role as an RSOO for the European region, ultimately facilitating the integration of EASA's standardisation activity into ICAO's Universal Safety Oversight Audit Programme.

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



I.7.1 Key Processes

Work Programme 2019: BILATERAL AGREEMENT AND WORKING ARRANGEMENT	
Principal Funding Source: EU Contribution	
Objective A)	Signature of at least 3 WA by Q4 2019
Status 	<p>Accomplished.</p> <p>EASA met this objective by signing six new WAs in 2019, strengthening its partnership with the civil aviation authorities (CAAs) of:</p> <ul style="list-style-type: none"> - Azerbaijan, on participation in the EU Ramp Inspection Programme; - Singapore, to facilitate the oversight of maintenance organisations; - Egypt, on cooperation in civil aviation safety and acceptance of EASA certificates; - China (two WAs) to facilitate production activities of Airbus Helicopters and Austro Engine in China; and - Mexico, on cooperation in civil aviation safety and acceptance of EASA certificates. <p>Furthermore, EASA signed two MoU with the Republic of Korea and Indonesia, respectively, on enhanced cooperation in civil aviation safety.</p>
Objective B)	Review and/or update of at least 3 existing WA by Q4 2019
Status 	<p>EASA partially met the objective by updating two existing WAs in 2019 with the CAAs of:</p> <ul style="list-style-type: none"> - Georgia, to support the implementation of the Common Aviation Area Agreement with the European Union; and - Hong Kong, on cooperation in supplemental type certification, European Technical Standard Order Authorisations (ETSOA), and minor change/minor repair design activities.
Objective C)	Support the Commission in the adoption of the new Annexes 3 and 4 under the EU-US BASA by Q3 2019
Status 	<p>The adoption of the new Annexes is still pending; however, EASA has taken all actions needed so far to support the European Commission.</p>
Objective D)	In coordination with the Commission, ensure increased EU/EASA visibility through opening of EASA offices in third countries (regions of potential interest should include the Western Balkans, Latin America and Africa)
Status 	<p>This activity was put on hold as EASA could not secure additional funds from the budgetary authority.</p>



Work Programme 2019: TECHNICAL SUPPORT	
Principal Funding Source: EU Contribution + Earmarked funds from the EU	
Objective A)	Support the EC in developing at least 2 new technical assistance projects and successfully launch those projects by end of 2019
Status	<p>Accomplished.</p> <p>EASA met the objective by successfully launching the following new projects in 2019:</p> <ul style="list-style-type: none"> - the 3-year EU-Africa Safety in Aviation (EU-ASA) Project, which is set up to support the Sub-Saharan Africa region to improve aviation safety; - the 3-year EU-South East Asia Cooperation on Mitigating Climate Change Impact from Civil Aviation (EU-SEA CCCA) CORSIA project, to strengthen cooperation between the European Union and South East Asia in the areas of civil aviation environmental protection and climate change; and - additional support to the European Commission in developing three further projects that were signed at the end of 2019 and will be launched in early 2020: <ul style="list-style-type: none"> - a 4-year project to support EuroMed countries in ensuring safe, efficient, and sustainable air transport; - a 3-year follow-up project within the Instrument for pre-Accession Assistance (IPA) Programme on aviation safety in the Western Balkans and Turkey, to supporting their integration into the EU system; and - a 3-year project on capacity building to mitigate CO₂ emissions from international aviation in Africa and the Caribbean.

Additional achievements:

In addition to the above objectives, EASA successfully completed in 2019 a 2-year project with Thailand's Civil Aviation Authority (CAAT). The project was designed to support CAAT in the development of aviation safety regulations and in strengthening its safety oversight, including through coaching and mentoring of its staff. Another project that is expected to be completed in 2019 is the IPA 4 Programme on aviation safety in the Western Balkans and Turkey.

Furthermore, two ongoing projects have been extended:




- the EASA Eastern Partnership / Central Asia project, until October 2020; and
- the PASTA-CO Afrique Central – Volet Formation (Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale), until the end of 2020.

Other ongoing projects that were implemented in 2019 include the following:

- in Asia:
 - the ARISE PLUS Civil Aviation Project,
 - the EU-South East Asia Aviation Partnership Project (APP), and
 - the APPs with China and South Asia;



- in Africa, the Aviation Sector Support Programme (ASSP) II for Zambia;
- in the European neighbourhood, the Airworthiness Convergence Project with Ukraine; and
- the APP for Latin America and the Caribbean.

Work Programme 2019: ICAO COOPERATION	
Principal Funding Source: EU Contribution	
Objective A)	Conclusion of a written instrument of cooperation between EASA and ICAO's European and North Atlantic office by Q3 2019
Status 	In 2019, EASA initiated discussions with the ICAO Paris Office on the scope of cooperation, as well as on the best way to formalise it. While cooperation is ongoing, no formal cooperation document has been signed.
Objective B)	Agency's contribution to the development and submission of European positions to ICAO's 40th Assembly by Q3 2019
Status 	Accomplished. EASA achieved this objective by meeting all targets for submission of EU positions to the ICAO Assembly. On-site coordination of EU positions was also successful, leading to a very positive outcome of the ICAO Assembly for the European Union.
Objective C)	Contribution to the establishment of the permanent European coordination mechanism on safety and Air Traffic Management by Q4 2019
Status 	Accomplished. EASA met the objective by taking over the secretariat of the European Safety and Air Navigation Coordination Group (ESANCG), and being actively involved in all coordination work.

Additional achievements:

EASA provided valuable support to the Member States in fulfilling their obligations under the Chicago Convention by developing recommendations for replies to ICAO State Letters and by sharing information on the compliance of EU rules with ICAO SARPs.

1.7.2 Overall Resources & Key Performance Indicators



Resources	2019
Human Resources (FTEs)	40
Of which allocated Human Resources (FTEs)	5

Note: FTE stands for full-time equivalent.

Performance indicators	Result 2018	Result 2019	Target 2019
Timely progression on Working Arrangements	75%	On track	≥80%
Timely progression on Bilateral Agreements	80%	On track	≥90%
Timely implementation of technical support to 3rd countries	93%	90.21%	≥70%
Quality of delivered projects based on stakeholder feedback	n/a	6.56	≥ 5 on scale of up to 7
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	100%	100%	≥90%
Timely delivery of compliance checklists for use by MS	≥6 months delayed	≥9 months delayed	≤ 9 months






I.8. Rulemaking





Legislation is not an end in itself. Modern, proportionate rules that are fit for purpose are essential to aviation safety and environmental protection, so as to uphold high common standards and ensure the competitiveness of 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 for EASA itself. EASA designs regulatory proposals transparently, based on evidence, and ensures they are understandable by those who are affected, and backed by its stakeholders.

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

I.8.1 Key Processes and Project

Work Programme 2019: RULES DEVELOPMENT AND BETTER REGULATION	
Principal Funding Source: EU Contribution	
Objective A)	Better regulation principles are fully embedded in EASA's rulemaking
Status	Accomplished.
	Better-regulation principles are embedded in the entire regulatory cycle. EASA developed a training course in performance-based regulation, which is available on the 'Learning Gateway' internal training tool.
Objective B)	The number of Opinions published by EASA does not exceed the number of Opinions adopted by the Commission
Status	Accomplished.
	By the end of 2019, EASA had published 8 opinions, while the European Commission adopted 16 Opinions in 2019.
Objective C)	Ex-post evaluation on provisions for flight crew licenses is completed
Status	Accomplished.
	EASA finalised the flight crew licensing evaluation report.



Objective D)	All new rulemaking proposals included in EPAS are subject to a preliminary impact assessment accepted by Advisory Bodies
Status 	Accomplished. The European Plan for Aviation Safety (EPAS) 2020-2024 contains one new PIA-supported RMT on electric propulsion, whose consultation was launched in October 2019.
Objective E)	Define scope, objectives and performance indicators to draft a Ground Handling roadmap
Status 	Accomplished. EASA completed all 2019 actions that are related to the Ground-Handling Roadmap, and started implementing the next steps (see Objective F below).
Objective F)	Commence implementation of Ground Handling roadmap
Status 	Accomplished. Based on the Ground-Handling Roadmap, Terms of Reference (ToR) RMT.0728 was published in November 2019. Drafting of the rules started already in 2019, and a second Expert Meeting took place in February 2020.
Objective G)	Advance the implementation of the General Aviation Roadmap 2.0 within the available resources
Status 	The General aviation Roadmap 2.0 is pursuing 6 GA strategic principles: <ul style="list-style-type: none"> • A Continued Priority for General Aviation: EASA will maintain GA high on the Agency’s list of priorities and report back on progress through an EASA Safety Conference on General Aviation on a 4-year cycle – next one due in 2022. • Share the General Aviation Safety Culture: EASA to create a General Aviation Safety Promotion Platform using interesting and innovative communication methods for launch by Q2 2020. • Net Safety Benefit: EASA to establish a policy on the net safety benefit approach and to enable flexibility in order to ease the introduction of new safety technologies in General Aviation. • Embracing New Business Models: EASA to adapt its regulatory requirements to facilitate the introduction of new business models. • Adapt Design and Production Rules: EASA to use the opportunity offered by the new Regulation (EU) 2018/1139 to simplify Part-21 requirements for the design and production of General Aviation. • GA Goes Digital: EASA to coordinate the development of innovative technical solutions for getting the aeronautical and flight data in real time in the cockpit. <p>All aspects have been addressed with a string emphasis on Safety promotion activities. The policy on net Safety Benefit is progressing with the drafting of a certification memo, the support to the flight sharing platforms have been maintained and the activity is developing, and the challenging project to adapt design and production rule, is on track.</p> <p>Digitalisation has not been forgotten, thanks to the two BIS, one to address the issue of mid-air collision and the other on bringing weather Information to Pilots.</p>





Additional achievements:

Some additional publications were achieved during 2019, proposing changes in the fields of:

- Part-26 to address reduction of runway excursion and conversion of class D cargo compartments,
- Part-21 changes to address instructions for continued airworthiness and
- Parts without Form 1, reviewing airplane performance requirements for CAT operations, facilitating access for GA pilots to IFR rules, improving runway safety as well as developing standard scenarios for drones in the open and specific category.

In addition EASA published update of a number of Certification Specifications (CS) to increase the safety of future aircraft design and reflect the latest state of the art, namely CS-25, CS-23 means of compliance, CS-STAN, environmental CS, including creation of a new CS-CO2, and CS-26.

Work Programme 2019: DIGITAL LICENCE FOR AVIATION PILOT (dLAP) – PROOF OF CONCEPT (2018-2022)	
Principal Funding Source: EU Contribution	
Objective A)	Implement the proof of concept and prepare action plan, linked to its result
Status	Accomplished.
	EASA presented the dLAP funding mechanism to the ExCom and the Management Board in October 2019. The outcome of the discussions was to develop a dLAP that is independent from the EASA infrastructure and EU contribution funding. Further clarification on the share of the Member States in the dLAP funding is planned for 2020.

Work Programme 2019: STUDY ON PILOTS LIVING WITH HIV (2019)	
Principal Funding Source: EU Contribution	
Objective A)	Review recent scientific publications to support a decision on a change in the aeromedical certification of applicants for commercial pilot license living with HIV
Status	Accomplished.
	EASA successfully completed the review of related scientific publications in 2019.



I.8.2 Overall Resources & Key Performance Indicators

Resources	2019
Human Resources (FTEs)	84
Of which allocated Human Resources (FTEs)	21

Note: FTE stands for full-time equivalent.

Performance indicators	Result 2018	Result 2019	Target 2019
Timely Progress on Rulemaking Programme			
1. Opinions planned vs actuals	50%	100%	≥75%
2. Decisions ¹ planned vs actuals	64%	55.6%	≥75%
3. NPAs planned vs actuals	24%	48%	≥75%
Rulemaking Process Efficiency			
1. Average time with standard procedure	3.6 years	3.5 years	≤3.5 years
2. Average time with Art.15/16	n/a	1.7 years	≤1.5 years
3. Average time at the EC	New KPI	1.87 years	≤2.0 years
Planned deliverables			
1. Term of Reference leading to Opinions	2	7	≤ 7
2. Planned Opinions	n/a	8	≤ 7
Preliminary Impact Assessments Coverage	78%	100%	≥85%
Impact Assessment Coverage	25%	33.3%	≥75%
Regulation Quality	n/a	n/a	≥90%
Timely answer to exemption requests (as defined by regulation)	101%	83.6 %	≥ 95%

¹ This includes Decisions stand alone and Decision CS. Decision pending IR are excluded.






I.9. Applicant Services



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

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

I.9.1 Key Processes and Project

Work Programme 2019: APPLICANT RELATIONS	
Principal Funding Source: F&C	
Objective A)	By Q2 2019, offer targeted guidance to applicants through several channels (telephone, web, events) to ensure the administrative process of certification is transparent and predictable
Status	Accomplished.
	EASA largely provided guidance/assistance to applicants.
Objective B)	Give accurate advance advice to individual applicants on the potential impact of BREXIT (by Q1 2019)
Status	Accomplished.
	EASA continuously updated the content of its website to reflect political developments and include a list of UK approvals to be issued (see www.easa.europa.eu/brexit).
	EASA also nominated a Brexit account manager to act as a single point of contact for UK industry. During the course of 2019, EASA provided a coordinated response to more than 1000 requests from individual applicants and approval holders.
	As the subject is currently within the withdrawal period (until 31 December 2020), the final information will be provided by the end of the year 2020.
Objective C)	Give accurate advance advice to individual applicants on the potential impact of revised fees and charges regulation (by Q2 2019)
Status	Accomplished.
	Applicants/approval holders have been informed of the potential impact of the revised Fees and charges regulation through:
	- Workshops at different locations within Europe to which all European organisations within a particular region have been invited to participate (general presentation on



	<p>changes to current fees and charges, organisation related financial impact assessment and demo on the new EASA portal)</p> <ul style="list-style-type: none"> - WebEx meetings with all (Key) accounts and other interested EU and non-EU stakeholders (general presentation on changes to current fees and charges, financial impact assessment and demo on the new EASA portal) - Video recording of workshops made available through EASA website - Presentation ‘New EASA Fees and Charges Regulation. What changes for me?’ made available through EASA website - Targeted mailings to individual applicants / approval holders on the potential impact of the revised fees and charges regulation (TCO, FSTD, DOA, MOA, etc.) - Mass mailings to applicants / approval holders on adoption and publication of new Fees and Charges regulation - Participation to internal and external workshops (e.g. DOA, FSTD, Rotorcraft symposium), advice provided during workshop and/or side meetings.
Objective D)	As part of a contingency plan for BREXIT, by Q1 2019 prepare for the receipt of and manage applications from UK applicants for third country organisation approvals and validation of design certificates
Status	Accomplished.
	EASA implemented a streamlined procedure for handling early applications for third-country organisation approvals. EASA issued with approval 628 out of 659 paid applications. The remaining 31 paid applications were cancelled by the applicants.
Objective E)	With reference to the draft revision to the F&C Regulation, prepare the necessary policies, processes and tools to operationalise the new approaches by the specified date for implementation
Status	Accomplished.
	EASA carried out and tested several mass update transactions; since December 2019, such transactions are available as system application products (SAPs) in production environment. EASA centralised such transactions within the RS.3 department to ensure that the same process is followed for all mass updates and that the mass update evidence is kept in a structured way. EASA already demonstrated the usefulness of such transactions through the first mass updates related to Brexit and through the data cleansing of equipment records. Additionally, EASA published on its website the revised application forms as well as frequently asked questions (FAQs).

Work Programme 2019: NAAs & QEs OUTSOURCING

Principal Funding Source: F&C



Objective A)

79.7k hours assigned to national aviation authorities (NAA) under the partnership framework or to qualified entities (QE) this outsourcing target had been adjusted midle of 2019 to 70 k hours (without Art. 65)



Status

Accomplished.





	In 2019 the total volume of technical training provided to NAAs (409 days, consisting of classroom and online) was +13 % of the volume provided in 2017 (365 days).
Objective B)	Compared to 2017 + 20% of NAA staff trained via EASA technical training programmes
Status 	EASA Technical training provided to NAAs staff was +13% more compared to what provided in 2017 (409 Training days in 2019, consisting of classroom and online, compared to 365 days in 2017).


Work Programme 2019: F&C REGULATION REVIEW (2017 - 2020)




Principal Funding Source: F&C	
Objective A)	European Commission launches formal procedure to adopt revised fees and charges regulation (May)
Status 	Accomplished. On 16 December 2019, the European Commission adopted Regulation (EU) 2019/2153 (the 'revised F&C Regulation').
Objective B)	First performance plan adopted to forecast expected price adjustments for the period 2020-2022 after accounting for efficiency gains
Status 	A performance plan was no longer mandatory in the final draft of the revised F&C Regulation.

Work Programme 2019: CORAL PROGRAMME (2016 – 2020)

Principal Funding Source: F&C	
Objective A)	Realize 35% of the implementation roadmap as defined in 2018, this implies to achieve level 3 of the European Commission E-Government benchmark, created by Cap Gemini (full on-line interaction)
Status 	The 35% target of the 2018 Roadmap could not be achieved because: <ol style="list-style-type: none"> 1. In 2019 efforts were redirected to define CORAL Governance in first place 2. The scope of the programme was expanded to also cover non-F&C activities and subsequently renamed CORAL+ 3. To a certain extent the Programme was restarted 4. Procurement of the data platform (DIAP) has not started yet.
Objective B)	Definition of a Minimum Viable product to be tested according to Customer journeys defined in association with internal and external stakeholders
Status 	The Minimum Viable Product of Khronos was delivered. The way of working is slowly becoming agile to a noticeable extent. A new version (MVP) of the EASA Portal (Pyli) was delivered on time



Objective C)	Revamping of the Information management system with the objective to streamline and create an efficient framework for future data centric activities
Status	Objective has not been achieved in 2019.
	Actions taken: After re-organisation and move under CORAL Programme some improvement has been noted in terms of internal organisation, delivery and foundation building. However, not all issues are solved: demand forecasting and business alignment remain challenging.

Work Programme 2019: BILATERAL AVIATION SAFETY AGREEMENTS (BASA) NEGOTIATION PROJECTS CHINA & JAPAN (2017 – 2020)	
Principal Funding Source: F&C	
Objective A)	Finalisation of negotiation of Civil Aviation Administration of China (CAAC)-EASA Technical Implementation Procedure (TIP) by Q2 2019
Status	Accomplished.
	In 2019, EASA concluded negotiations with the CAAC, and signed the EU-China BASA on 20 May 2019. Negotiations on the TIP commenced subsequently and were concluded in the beginning of 2020.
Objective B)	Support to the European Commission for the finalisation of negotiation of EU-Japan BASA by Q3 2019
Status	Accomplished.
	EASA supported the European Commission to conclude the negotiations and enable the initialling of the EU-Japan BASA on 29 July 2019. The BASA is expected to be signed in 2020.
Objective C)	Start of negotiation of Japan Civil Aviation Bureau (JCAB)-EASA TIP by Q4 2019
Status	Accomplished.
	Negotiations on the JCAB-EASA TIP started in October 2019, as planned.

1.9.2 Overall Resources & Key Performance Indicators

Resources	2019
Human Resources (FTEs)*	15
*For planning and reporting the above resources are allocated to the Agency's F&C financed activities.	

Note: FTE stands for full-time equivalent.



Performance indicators	Result 2018	Result 2019	Target 2019
Typical processing times met	New KPI	On-track	75%
Actual outsourced hours performed compared to target	New KPI	On-track	90%
Applications received online	35%	42.5%	50%



I.10. Transversal and Enabling Activities



A number of transversal and enabling activities are conducted at EASA to implement all activities described in this report.

Safety, strategy and business programming activities and budget implementation, together with management of external stakeholders and stakeholder engagement, are enabling activities to secure and effectively use EASA resources.




Training, recruitment and development of EASA's human resources, provision of corporate services, information technology activities as well as the activities carried out in the domain of legal, quality, internal audit and communication strengthen EASA as organization and enhance the professional profile of EASA staff.

With reference to recent political developments and the adoption of the Regulation (EU) 2018/1139, EASA is managing risks and scenarios linked to the exit of the United Kingdom from the European Union (BREXIT) and is working with the NAAs to implement the shared repository of information. In 2019, activities in the area of military aviation were started.

I.10.1 Key Processes and Project



Work Programme 2019: STRATEGY AND SAFETY PLANNING	
Principal Funding Source: Mix of EU Contribution and F&C	
Objective A)	Security issues linked to safety are included in the EPAS by 2019
Status	Accomplished.
	The new EPAS 2020-2024, prepared in 2019 and published in January 2020, includes the impact of security on safety as a strategic priority. EPAS draws special attention to cybersecurity and conflict zones, highlighting specific key actions.
Objective B)	Develop at least two strategies in new areas of activity for the Agency
Status	Accomplished.
	<ol style="list-style-type: none"> EASA developed a strategy for its possible role in the domain of aviation security, focussing on areas with interdependencies between safety and security. On 27 September 2019, EASA presented to the ExCom a roadmap for the implementation of the innovation partnership agreement (IPA) with Norway on electrifying air transport, with a number of validated actions. The implementation through an industry task force will start in 2020.
Objective C)	Strengthen the internal and external understanding of the Agency's overall strategy through new communication actions on the topic





Status	EASA continued its communication actions on its strategic work. However, it decided not to engage in communication work on the new EASA's overall strategy until the new European Commission sets and clarifies its priorities in the domain of aviation.
	
Objective D)	Monitor the implementation of the Agency strategies developed in 2018, and adapt these as required
Status	Accomplished.
	ExCom endorsed the Aerodrome Implementation Plan, including the thorough work on a Ground-Handling Roadmap with the involvement of external stakeholders.
	In addition, ExCom endorsed the updated EASA Environmental Strategy (updating the 2018 one). EASA undertook intensive work on the EcoLabel, in line with the objectives of the 2018 EASA Environmental Strategy.
Objective E)	Implementation of EPAS actions in 2019 improves at least 20% compared to 2018
Status	Accomplished.
	The 2019 overall implementation rate is 72 % (considering all files that are technically completed). This represents an improvement of +22 % compared to 2018.



Work Programme 2019: BUSINESS PROGRAMMING, REPORTING AND INFORMATION MANAGEMENT

Principal Funding Source: Mix of EU Contribution and F&C



Objective A)	Simplification of programming cycle, incorporating feedback of Art. 62, BR evaluation
Status	Accomplished.
	EASA successfully completed the programming exercise, incorporating changes as per the latest evaluation: e.g. enhancement of the strategic focus, alignment with stakeholder feedback.
	The EASA Budget Control Committee (BCC) is a forum that allows operational departments to regularly participate in the programming activity. Based on lessons learned, the BCC performs arbitrage to achieve the required balance between simplification and level of detail.
Objective B)	Refine Quarterly Reporting in accordance with management needs and lessons learned
Status	Accomplished.
	EASA adopted a number of improvements in the quarterly reporting, such as a refined calendar and an enhanced executive summary.
Objective C)	Align information management activities across EASA





<p>Status</p> 	<p>Agile transformation of Information Management (IM) Team in progress. Information Catalogue migration to a specific Modelling Tool (SAP PowerDesigner v.14) envisaged</p> <p>Actions taken:</p> <ul style="list-style-type: none"> • Agile and Operational Information Management Team in place • Information Management Team equipped with a Modelling tool, SAP Power Designer as from January 2020
<p>Objective D)</p>	<p>Develop in cooperation with IT an Enterprise Architecture model in EASA's Business Process Modelling tool (ARIS)</p>
<p>Status</p> 	<p>Current efforts on defining the Enterprise Architecture model requirements in progress. As of January 2020, with the installation of Power Designer, the setup of the Enterprise Architecture was resumed without impediments.</p> <p>Actions taken: The Role of the Enterprise Architect is foreseen by the current IT governance and is placed in the Transformation Office.</p>


Work Programme 2019: TECHNICAL TRAINING	
<p>Principal Funding Source: Mix of EU Contribution and F&C</p>	
<p>Objective A)</p>	<p>Replacement of certain conventional trainings by e-learning and competency-based training formats</p>
<p>Status</p> 	<p>Accomplished.</p> <p>EASA met this objective by launching 17 new courses in 2019, 4 of which were e-learning courses, and by updating another 17 existing courses. EASA developed/updated these courses using instructional-systems design, to incorporate delivery methods that support competency-based learning.</p>
<p>Objective B)</p>	<p>Further harmonisation of training and assessment standards for aviation inspectors together with a subgroup of the Member States Advisory Body "The Common Training Initiative Group" to release common guidance material related to the training and assessment of aviation inspectors</p>
<p>Status</p> 	<p>EASA is reviewing the role of the Common Training Initiative Group and did not developed any guidance material so far. It will consult with its ABs on a mechanism for improving training provision and training services, as well as with the MB in 2020, and further review the role of the Group.</p>






Work Programme 2019: EUROPEAN CENTRAL QUESTION BANK (ECQB)	
Principal Funding Source: Mix of EU Contribution and F&C	
Objective A)	Release a new ECQB version based on the new syllabus for pilot training
Status 	Accomplished. <p>The theoretical examination system for pilots is transitioning to a fully revised syllabus and updated exam procedures (the final deadline for full implementation is end of January 2022). The first milestone, delivery of ECQB 2020, fully aligned to the new requirements, was achieved in December 2019 and made available to National Aviation Authorities (NAAs). The new format release package contains extended data based on NAA requests, supporting them to implement the release in their exam systems from 2020, for the Approved Training Organisations that have adapted their training courses accordingly.</p>
Objective B)	Maintain the ECQB version under the old syllabus
Status 	Accomplished. <p>In parallel to the introduction of the new syllabus, the “old” syllabus is also applicable until 31/01/2022 and the Agency continues to maintain and improve the question bank aligned to that syllabus by providing to NAAs ECQB release 7. Furthermore, during the course of 2019, three amendment reports were provided to the NAAs.</p>



Work Programme 2019: HUMAN RESOURCES	
Principal Funding Source: Mix of EU Contribution and F&C	
Objective A)	Extend development and mobility initiative across EASA, thereby facilitating cross-directorate transfers
Status 	Accomplished. <p>In 2019 the Agency continued to build on a structured approach towards Staff Development & Mobility, including consistently using the internal sourcing channel for filling in vacant posts. Manager rotation has been included in the Staff development & Mobility project providing managerial development opportunities for EASA staff.</p>
Objective B)	Address challenges resulting from BREXIT and implement related mitigation measures by recruiting any needed replacements for departing UK nationals
Status 	Accomplished. <p>Because of the BREXIT transition period at least until 31.12.2020, workforce in 2019 remained business as usual. The additional time given by the transition period has also reduced the future impact on EASA workforce and the updated plan is that only a relatively small number of staff members may be affected by BREXIT at the end of the transitional period (less than 10).</p>




Objective C)	Manage conflicts of interest within the Agency
Status 	Accomplished. In 2019, EASA updated guidelines to staff members and managers to complete their Declaration of Interest and to ensure a harmonised approach when assessing the Declarations of Interest and recommending mitigating measures in the light of the recommendations from the IAS audit. In addition, the annual exercise for all EASA staff members to provide an update on their Declarations was prepared and successfully launched in February 2020.




Work Programme 2019: INFORMATION TECHNOLOGY	
Principal Funding Source: Mix of EU Contribution and F&C	
Objective A)	Finalise the revision of the IT technical roadmap to ensure the new business requirements resulting from the Regulation (EU) 2018/1139 (e.g. Repository) can be supported in a cost-efficient and consolidated manner
Status 	Accomplished. In the first half of 2019, a coherent technical architecture was developed and aligned with the new business requirements, while defining an overall IT technical roadmap and budget plan to build the envisaged architecture and realize an accelerated digitalization. In this context, the required core technical components have been assessed in detail to ensure required capabilities are covered to the largest extent possible. In July 2019, the target technical architecture with its core technical components, roadmap and budget plan were presented to the CIO Board, who approved the concerned for implementation.
Objective B)	IT to start the implementation of the updated IT technical roadmap (e.g. data platform, user experience), stemming from the CORAL/CORAL+/digitalisation programme plan
Status 	Accomplished. Following the approval of the new technical architecture, roadmap and budget plan, the set-up and deployment of the “Digital Identity and Access” technical enabler has been started up. Further to that, the necessary preparations were being made for the set-up of the “User Experience/Application Development Platform” and the technical enabler for the “Machine-to-machine” capabilities as of the beginning of 2020.
Objective C)	Finalise digitalisation roadmap
Status 	Accomplished. A first version of the digitalization roadmap had been finalized in 2019. The concerned roadmap is continuously being maintained and aligned with the agreed business priorities, while taking into account dependencies and speed of delivery.



Work Programme 2019: IMPLEMENT BUDGET	
Principal Funding Source: Mix of EU Contribution and F&C	
Objective A)	Accomplish milestones in the “paperless finance” programme, via automation of identified processes
Status 	<p>Accomplished.</p> <ul style="list-style-type: none"> - The status of making the financial transactions (incl. procurement) paperless has increased to 88% by the end 2019. - Plan to finalise paperless payments process without investment (e.g. IT) under development. - Phase 2 simplification of new delegation system implementation delayed to 2020, however, a non-automated solution to merge ex-ante verification with Authorising Officer role for low value transactions without FVA approval has been implemented. <p>Actions taken: Delays are not critical to business continuity and non-automated workarounds have been put in place to improve efficiency.</p>
Objective B)	Achievement of the budget implementation targets
Status 	<p>Accomplished.</p> <p>The final implementation rate for C1 (current year) appropriations was 97%. This is in line with previous years and well above the 95% target.</p> <p>The % of carried over commitments (C8) cancelled was 3.7% (2018: 1.8%).</p>


Work Programme 2019: CORPORATE SERVICES	
Principal Funding Source: Mix of EU Contribution and F&C	
Objective A)	Consolidate procurement strategy and re-tender most core services in facility and travel management to create a safe and efficient work environment
Status 	<p>Accomplished.</p> <p>In 2019 most core services in facility and travel management were re-tendered: Energy supply, Canteen and related food services, Travel Agency implant and technical facility management services. All planed tenders were finalised in due time, as per agreed time lines, ensuring business continuity. It was decided to join the furniture contracts of the European Commission , to be finalised in 2020-2021, leading to a small gap between contracts in this field. Mitigation measures for this gap between furniture contracts were put in place e.g. ensuring a small stock contingency for regular items, through consolidated orders under current framework contracts. Bridging solutions in case of urgency should be consolidated in direct contracts in 2020/2021, if needed.</p>
Objective B)	Finalise implementation of agreed post-occupancy survey results








<p>Status</p> 	<p>Accomplished.</p> <p>The post occupancy survey results showed the need of specific upgrades after the move in 2016 from the old building to the current EASA premises. All upgrades were implemented during 2019 such as office plants decoration and glass doors to phone boots.</p>
<p>Objective C)</p>	<p>Implement agreed improvement measures in the conference centre</p>
<p>Status</p> 	<p>Accomplished.</p> <p>Analysis/review of conference facilities was performed and from a number of 52 action points identified, 48 were completed during the 2019. The remaining 4 open actions, were postpone to the next solution package that will be define in 2020.</p>
<p>Objective D)</p>	<p>Defend interest of the Agency against judicial claims brought against EASA by the project developer Hoch-Tief and the landlord CommerzReal</p>
<p>Status</p> 	<p>Accomplished.</p> <p>Settlement discussions with the Landlord are still ongoing and we made some good progress in addressing and prioritizing the identified deficiencies in the building.</p>

Work Programme 2019: EXECUTIVE DIRECTORATE RELATED PROCESSES



Principal Funding Source: Mix of EU Contribution and F&C



<p>Objective A)</p>	<p>Implement the Regulation (EU) 2018/1139, according to the roadmap validated by EASA MB in June 2018</p>
<p>Status</p> 	<p>Accomplished.</p> <p>The activities of the Regulation (EU) 2018/1139 roadmap continued development during 2019 and are on track to the roadmap define in 2018.</p> <p>Cybersecurity: after setup of the European Centre for Cybersecurity in Aviation (ECCSA) by the 12 founding member, the centre open to all aviation related organisations. EASA continue working on the options available for the information sharing infrastructure and associated intelligence as well as work on opinion for rules on Information Security Management System on track (opinion publication expected by Q3 2020).</p> <p>Ground-handling: roadmap implementation on track.</p> <p>Environment: eco-label on-track; ongoing work on supersonic standards; first noise measurements for urban mobility performed; study on EASA's role on sustainable aviation fuels completed; technical support on CORSIA and work on the impact of non-CO2 emissions on track; work on recommendations delayed to 2020 using a MS task force (ExCom agreed; MB informed).</p> <p>Work is advancing on the Part 21 light rules under the General Aviation (GA) roadmap; other rulemaking work also ongoing General Aviation but prioritization aligned to EPAS cycle.</p>




	<p>Transfer of responsibilities Art64 & Art.65: EASA received a new request for EASA AOC from LuxAviation (PT); WizzAir AOC pilot case advanced considerably: negotiation of working arrangements with Hungary-CAA started in Q4 2019.</p> <p>Repository: repository tool work on track (specifications for drones finalised; exemptions, opt-in and opt-out are released through internet solution; licensing domain and activities required for Data Protection have started; ToR for rulemaking is in progress).</p> <p>Support to Member States: EASA agreed with the Hungarian Transport Authority to open a liaison office in Hungaria (to be operational in Q1 2020). Drone related activities is commented below in next page.</p>
Objective B)	Setup an innovation network to foster a culture of innovation across EASA staff
Status 	<p>Accomplished.</p> <p>Innovation network was set up in 2018 and developed during 2019 with 10 interactive Session (Lectures & Workshops) organised including industry experts speaker in topics such as: Artificial intelligence, Digitalisation, Blockchain, Electric Aviation.</p>
Objective C)	Setup at least 2 task-forces to build innovation knowledge and capacity
Status 	<p>One Task Force was launched in 2019 on the subject of Artificial Intelligence while the 2nd Task Force subject is still To be define.</p>
Objective D)	Sign at least 3 innovation partnership agreements or memorandum of cooperation on innovation
Status 	<p>Accomplished.</p> <p>2 Innovation Partnership agreement (IPC) were signed during 2019, 5 more under discussion. 5 MoC signed, 2 more under discussion.</p>
Objective E)	Review and update the communication strategy in view of increasing EASA's visibility with the general public
Status 	<p>Accomplished.</p> <p>Communication strategy discussed at ExCom on 16.12.2019. The strategy focuses on increasing EASA's visibility with the general public. Several actions for achieving that are proposed and will be carried during 2020.</p>
Objective G)	Evaluate and decide on the implementation of the necessary cost efficiency measures, as identified in the F&C Regulation review process
Status 	<p>Accomplished.</p> <p>Head of Transformation Office identified in Q4-2019. New Department under creation in Jan 2020. Tender to procure consultants was launched in Dec 2019. Consultants expected to start working towards the end of Q2.2020</p>



Work Programme 2019: REPOSITORY OF INFORMATION (Art.74)	
Principal Funding Source: Mix of EU Contribution and F&C	
Objective A)	Draft specifications agreed with the Member States Task Force
Status 	Accomplished. Specifications for drones agreed and released to Member States. First draft of specifications for licensing aircrew, ATCO discussed within TF. Data Protection for the full article 74 on-going. Draft ToR for RMT under review by the TF.
Objective B)	Temporary solution in place for certain cases of exemptions and Unmanned Aircrafts registration, with limited access by Communications and IT department
Status 	Accomplished. Technical solution for drones (exchange of information with broker system) is under definition by IT department, with intention to be released by July 2020. Technical solution for exemptions, opt-in, opt-out is delivered (EASA internet).

Work Programme 2019: DEVELOP A RISK BASED, OPERATION CENTRIC EU REGULATORY FRAMEWORK FOR UNMANNED AIRCRAFTS (2017 - 2020)	
Principal Funding Source: Mix of EU Contribution and F&C	
Objective A)	Release of Notice of Proposed Amendments (NPA) supporting the Certified Category including the update or the creation of any necessary Commission Regulations related to airworthiness (Initial and continuing), operations and Remote Pilot Licences
Status 	Work ongoing. The NPA – which enlarged its scope to include manned VTOL and Electric and Hybrid Aircraft aspects - is planned for 2021. Drones Steering Committee and ESC are informed and agreed to the proposed timeframe. The target date is included in the EPAS 2020-2024; stakeholders are informed. Actions taken: Drones SC and ESC are informed and agreed to the proposed timeframe (NPA issued by 2021). Stakeholders are informed; no major concerns raised.
Objective B)	Related to Repository of Information (Art.74) , interoperability of the UAS national registration systems
Status 	Accomplished. Specifications, classification, messages composition agreed by the MSTask Force. Overall architecture & interoperability also agreed by TF. Work on track for the implementation date but very tight deadlines. Specifications provided to MS, who should launch their procurement procedures. Any delay is now depending from the MS and it is not to be included in our milestones/objectives.



Work Programme 2019: PREPARE EASA FOR BREXIT (2017 - 2019)	
Principal Funding Source: Mix of EU Contribution and F&C	
Objective A)	Mitigate as much as possible the risk of disruption of aviation activities within EU27
Status	Accomplished.
	This objective should be monitored in 2021 as the contract will enter in effect only in 2021. The 2019 activities have been completed and any following activity is stemming from external deadline.

I.10.2 Overall Resources & Key Performance Indicators

Resources	2019
Human Resources (FTEs)*	207
* For planning and reporting the above resources are allocated to the Agency's Subsidy and F&C financed activities	

Note: FTE stands for full-time equivalent.

Performance indicators	Result 2018	Result 2019	Target 2019
Realised return on investment, compared to plan for IT projects	n/a	n/a	100%
Technical training days per staff member per year	New KPI	Significant challenge identified	≥90%
Trainee satisfaction	New KPI	4.3	≥3.8
For ECQB: number of newly developed questions and of reviewed existing questions per year	New KPI	98.32%	≥90%
Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting)	97.8%	96.5%	≥98%
Non-occupancy duration (90 working days or fewer of vacant posts)	n/a	n/a	≤4.5 months
Turnover rate	n/a	2.5%	≤10%
Staff Engagement survey (biennial)	n/a	76%	>68%
Sick Leave (annually)	n/a	8.9 days	≤9 days
IT expanding services realisation	Below target	n/a	≥100%



IT achievement of Service Level Agreement (SLA)	91%	86%	≥90%
Budget committed	75%	97%	99%
Carried over commitments	0.4%	3.7%	≤2.5%
Building cost per square-meter	427 EUR	≤ 429.32 EUR€	472 EUR
Visitor satisfaction with in-house conference facilities	n/a	84.75%	>70%
Timely processing of mission claims	22 days	20.4 days	27 days
Corrective action closure rate of Audit findings	100%	85%	80%
Number of non-conformity against the ISO standards	0%	0%	0%



Part II – Management

II.1 Management Board and major developments

The Management Board (MB) plays a key role in steering the work of the Agency. In 2019, it had four meetings, which were attended by around 70 external participants in total, and was informed of and involved in all major developments, such as:

- activities in the areas of return to service of Boeing 737-MAX;
- environmental issues;
- the Single European Sky;
- process of reallocating responsibilities between national aviation authorities and the Agency at the request of Member States;
- work related to the revision of the Fees and Charges Regulation (Regulation (EU) 2019/2153); and
- standardisation.

A complete list of the MB members can be found in Part VI, Annex 9 ‘EASA Management Board Members’.

The MB adopted the European Plan for Aviation Safety (EPAS) 2020-2024 and the Single Programming Document (SPD) 2020-2023. The latter document includes the Agency’s strategy, multi-annual objectives, and Work Programme 2020, as well as performance indicators, and provides a clear link between activities and resources. For planning- and resources-related matters, the MB is assisted by the Programming and Resources Advisory Group, allowing the MB to focus on items of strategic nature and directly related to aviation safety.

II.1.1 Summary of MB Decisions taken in 2019

During 2019, the MB:

- appointed Mr Samson, the MB Member from Poland, as new MB Chair;
- appointed Mr Colman, the MB Member from Germany, as new MB Vice-Chair;
- adopted the Annual Activity Report 2018;
- adopted the MB Opinion on the 2018 Annual Accounts;
- adopted the first amending Budget and Establishment Plan;
- adopted the human resources implementing rules regarding types of posts and post titles, middle-management staff, temporary occupation of posts, function of counsellor, and the general provisions for implementing Art. 79(2) of the Staff Regulations (SRs);



- adopted the Consolidated Annual Activity Report (CAAR) 2018;
- adopted the MB Opinion regarding the Annual Accounts;
- adopted the first amending budget;
- closed the Art. 62 OBR evaluation project by implementing 'BearingPoint's' recommendations of the December 2018 Report;
- adopted SPD 2020-2022, including Budget 2020, as well as the Draft SPD 2021-2023, including Draft Budget 2021;
- adopted the 2020 Audit Programme;
- adopted the new EASA Financial Regulation;
- adopted the arrangements for public access to documents; and
- endorsed EPAS 2020-2024.

II.2 Budgetary and financial management

Appropriations authorised in the Agency's initial budget for 2019 totalled EUR 199 million (2018: EUR 195 million).

The MB adopted one amending budget to reflect:

- the 2018 results related to certification activities;
- minor increases in revenue related to EASA's support to the Ministry of Infrastructure and Transport of the Hellenic Republic; and
- a DG CLIMA environmental study.

Final available appropriations totalled EUR 196 million (2018: EUR 198 million) and were executed as detailed below:

(Thousands of euros)

Expenditure	Initial budget 2019	Amending budget 2019	Final budget 2019	Transfers 2019	Final budget after transfers	Executed budget 2019
T1 Staff	99,755	144	99,899	- 1,351	98,548	96,076
T2 Buildings & Equipment	18,846	-	18,846	645	19,491	19,075
T3 Operational	45,152	85	45,237	706	45,943	39,742
T4 Special Programmes	p.m.	p.m.	p.m.	p.m.	p.m.	18,784
T5 Accumulated Surplus	35,176	- 2,747	32,429	-	32,429	-
Total Expenditure excl. Internal assigned	198,929	- 2,518	196,411	-	196,411	173,677

Table 6: 2019 budget: figures included in this table relate to the published 2019 budget and therefore include only current-year appropriations, i.e. C1 & R0. Amounts carried over, i.e. C8 & R8, and internal assigned revenues, i.e. C4 & C5 appropriations, are not included.

Major aspects of the implementation of the budget



As a result of comprehensive in-year budget monitoring, the final budget implementation rate for 2019 current-year appropriations (C1) was 97 % (98 % in 2018) and well above the European Commission's target of 95 %.

Furthermore, the cancellation of amounts carried over from 2018 to 2019 remained low, namely at 3.7 %, compared to 1.8 % in 2018, also below the 5 % limit set by the European Commission.

Summary information on budget implementation rates for all fund sources is provided in Part VI, Annex 2.

Budget Result

The 2019 fees and charges (F&C) budgetary result was EUR -0.7 million (EUR -2.7 million in 2018). Staff costs increased by EUR 0.4 million, administrative costs by EUR 0.7 million and operational expenditure by EUR 1.0 million compared to 2018, whereas the F&C income increased by EUR 4.2 million. This is deducted from the accumulated F&C surplus bringing it down from EUR 52.2 million to EUR 51.5 million.

With regard to subsidy-related activities, staff costs increased by EUR 0.5 million, administrative costs by EUR 0.7 million and operational expenditure by EUR 0.1 million compared to 2018. The overall subsidy budget result was EUR +0.14 million.

Procurement procedures launched and/or finalised in 2019.

STATUS	PROCEDURE REFERENCE	TITLE	CONTRACT TYPE	DURATION (YEARS)	CONTRACT VOLUME (in thousands of euros)	CONTRACTOR	CONTRACT SIGNATURE	CONTRACT EXPIRY
OPEN	EASA.2018. HVP.04 and EASA.2018. HVP.15	Facility Management Consultancy Services	Framework contract (FWC)	4	1 780	TÜV SÜD Advimo GmbH	11/01/2019	10/01/2023
OPEN	EASA.2018. HVP.13	Mobile Phone Services	FWC	2	2 250	Vodafone GmbH	27/03/2019	26/03/2021
OPEN	EASA.2019. HVP.01	ECCAIRS 2.0 'Occurrence Reporting Platform' (E2)	FWC	4	3 500	Bilbomática SA	11/07/2019	10/07/2023
						ATOCRIS Consortium	30/07/2019	29/07/2023
						FINCONS-SOFTECO Consortium	30/07/2019	29/07/2023
LVP	EASA.2019. LVP.12	Renewal of Landline and Internet Services for EASA Brussels Office	FWC	4	60	Orange Belgium SA	10/05/2019	09/05/2023
OPEN	EASA.2019. HVP.02	Technisches Gebäudemanagement (Technical Facility Management (Lot 1))	FWC	2 years & 6 months	2 731	Spie GmbH	17/06/2019	16/12/2021
		Technisches Gebäudemanagement (Technical Facility Management (Lot 1))				Dussmann Service Deutschland GmbH	17/06/2019	16/12/2021
OPEN	EASA.2019. HVP.02	Technisches Gebäudemanagement (Technical Facility Management in the	FWC	4	1 894,905	Dussmann Service Deutschland GmbH	17/06/2019	16/06/2023



		Area of Media Technology (Lot 2)						
OPEN	EASA.2019.HVP.15	Provision of travel agency services	FWC	5	2 000	TOP Service International Reisebüro GmbH	10/08/2019	09/08/2024
NEGOTIATED	EASA.2019.HVP.03	Sicherheitstechnik	FWC	7	1 500	Siemens AG Abteilung Smart Infrastructure	14/11/2019	13/11/2026
OPEN	EASA.2019.HVP.05	'Gastronomische Bewirtschaftung' (Restaurant, Catering, and related Services)	FWC	4	2 100	Bistro Essart GmbH & Co KG	29/11/2019	28/11/2023
					2 100	L & D GmbH (Lohmeier & Deimel GmbH)	29/11/2019	28/11/2023
					2 100	Aramark GmbH	29/11/2019	28/11/2023
OPEN	EASA.2019.HVP.13	Energy Supplier	FWC	4	1 717,696	Rhein Energie AG	30/08/2019	29/08/2023
OPEN	EASA.2019.HVP.20	Support on Technical Issues Associated with Aviation Emissions	FWC	4	1 500	Envisa SAS	09/12/2019	08/12/2023
NEGOTIATED	EASA.2019.LVP.12	Renewal of Landline and Internet Services for Easa Brussels Office	FWC	4	60	Orange Belgium SA	10/05/2019	09/05/2023
NEGOTIATED	EASA.2019.MVP.04	Subscription to Periodicals	FWC	4	80	EBSCO Information Services GmbH	04/06/2019	03/06/2023

STATUS	PROCEDURE REF.	TITLE	CONTRACT TYPE	DURATION (YEARS)	CONTRACT VOLUME (in thousands of euros)	CONTRACTOR	CONTRACT SIGNATURE	CONTRACT EXPIRY
NEGOTIATED	EASA.2019.MVP.06	E-Learning Design, Development and Maintenance	FWC	2	135	Aurion Limited	24/01/2020	23/01/2022
						Konsorcjum Doradczko-Szkoleniowe S.A.		
						imc information multimedia communication AG		
						CrystalClearSoft SA		
						Cobblestone Learning Limited		
NEGOTIATED	EASA.2019.MVP.01	Post Services	FWC	18 months	144	Rhenus Mailroom Services	15/03/2019	31/12/2020
NEGOTIATED	EASA.2019.HVP.19	Consultancy & Training in support of Int. Tech. Coop. Activities — EASA-NAA consultancy support (Title IV)	FWC	5	9 400	* Evaluations ongoing or contracts pending award/signature		
OPEN	EASA.2019.HVP.25	Business Consultancy Services — Transformation Partner (Lot 1)	FWC	4	12 000	* Evaluations ongoing or contracts pending award/signature		
		Business Consultancy Services — Business Partner (Lot 2)	FWC	4	3 000	* Evaluations ongoing or contracts pending award/signature		



OPEN	EASA.2019. HVP.08	H2020 Lot 1: Assessment of Environmental Impacts Framework Contract — Research on Characteristics of Aircraft Engine Emissions	FWC	4	900	* Evaluations ongoing or contracts pending award/signature
		H2020 Lot 2: Assessment of Environmental Impacts Framework Contract — Research on Assessing the Noise of Rotorcraft and Novel Technology	FWC		900	* Evaluations ongoing or contracts pending award/signature
		Lot 3: Environmental Impact Mitigation Framework Contract — Enhanced Capability to Assess Policy Measures	FWC		550	* Evaluations ongoing or contracts pending award/signature
OPEN	EASA.2019. HVP.11	Effectiveness of Flight Time Limitations (2nd series of analysis) (Title IV)	DC	3	2 000	* Evaluations ongoing or contracts pending award/signature
OPEN	EASA.2019. HVP.09	H2020: Vulnerability of Manned Aircraft to Drone Strikes	DC	3	1 795	* Evaluations ongoing or contracts pending award/signature
OPEN	EASA.2019. HVP.17	H2020 Project: Integrity Improvement of Rotorcraft Main Gear Box (MGB)	DC	3	1 700	* Evaluations ongoing or contracts pending award/signature
OPEN	EASA.2019. HVP.18	H2020: Helicopter OffShore Operations — New Flotation Systems	DC	3	1 475	* Evaluations ongoing or contracts pending award/signature
OPEN	EASA.2019. HVP.21	ITREX — IT Running and Expanding Services (1)	FWC	4	12 700	* Evaluations ongoing or contracts pending award/signature
OPEN	EASA.2019. HVP.21	ITREX — IT Running and Expanding Services (2)	FWC	4	15 200	* Evaluations ongoing or contracts pending award/signature
NEGOTIATED	EASA.2019. HVP.27	IT Services Related to Maintenance, Operation, Security & Architecture (ITMOA)	FWC	18 months	3 000	* Evaluations ongoing or contracts pending award/signature
NEGOTIATED	EASA.2019. HVP.22	Repetition of Similar Services for Legal Advice on EASA Premises and Related Services	FWC	N/a	200	* Evaluations ongoing or contracts pending award/signature

Waivers of recoveries

In accordance with Art. 66 of the EASA Financial Regulation and Art. 101(6) of Regulation (EU) 2018/1046, the Agency is required to report on waivers of established amounts receivable granted during the year. Waivers of established amounts receivable granted during 2019 totalled EUR 55 million.



II.3 Delegation and subdelegation

In accordance with the EASA Financial Regulation, the Executive Director (ED), as authorising officer, delegates to Agency staff certain powers of budget implementation, which are covered by the Staff Regulations. The ED has delegated budget implementation tasks to eight delegated authorising officers who have in turn, and with the explicit agreement of the ED, subdelegated budget implementation tasks to 28 sub-delegated authorising officers.

Time limits are not systematically set to financial delegations; however, when staff departures/transfers are notified/identified, an end date is entered in the financial system, which indicates the termination of the respective financial delegations.

Ex post checks on financial delegations are conducted twice a year, and additional checks to identify leavers, transfers, etc. are carried out twice a month.

The ED is presented with an annual report on financial delegations, which provides full details of all delegations in force, budget lines covered, financial limits and specific conditions, as well as the actions taken in respect of ex post controls and their results.

II.4 Human Resources (HR) management

The establishment plan is expected to be stable through until 2023 with no change to the staff ceilings. The demographic trend towards an ageing staff population means that the Agency expects an increasing number of retirements. There will be no automatic 'one-for-one replacement' for leavers. The post will rather be moved to wherever there is the greatest need.

Efficiency gains will enable the Agency to accommodate the expected increase in responsibilities and tasks with the existing human resources. To achieve those gains, some staff members will need to be trained and/or redeployed to take on different roles; in this context, a competence retention programme is to be designed in 2020.

Following the Network of Agencies' methodology, which is based on the one applied by the Commission, EASA continued to perform the screening and benchmarking of posts for the fifth year in a row.

The result showed a transfer of posts from the 'Administrative and Support and Coordination' and 'Neutral' to the 'Operational' subcategories.

TOTAL

Job Type (Subcategory)	Aggregated 2014	Aggregated 2015	Aggregated 2016	Aggregated 2017	Aggregated 2018
Administrative Support and Coordination	13.96 %	13.80 %	12.50 %	12.47 %	12.37 %
Administrative Support	11.26 %	10.60 %	10.20 %	10.28 %	9.95 %
Coordination	2.70 %	3.20 %	2.30 %	2.19 %	2.42 %
Operational	78.69 %	79.50 %	81.00 %	81.51 %	81.87 %



Top Level Operational Coordination	1.56 %	2.00 %	1.40 %	1.37 %	1.22 %
Programme Management & Implementation	48.86 %	47.60 %	50.30 %	52.46 %	54.38 %
Evaluation & Impact Assessment	10.90 %	11.60 %	11.60 %	11.00 %	11.91 %
General Operational	17.32 %	18.20 %	17.70 %	16.68 %	14.35 %
Neutral	7.30 %	6.70 %	6.40 %	6.02 %	5.76 %
Finance/Control	6.74 %	6.10 %	5.80 %	5.43 %	5.18 %
Linguistics	0.61 %	0.61 %	0.60 %	0.59 %	0.58 %

ONLY STATUTORY STAFF

Job Type (Subcategory)	Aggregated 2016	Aggregated 2017	Aggregated 2018
Administrative Support and Coordination	9.70 %	9.10 %	8.91 %
Administrative Support	7.30 %	6.70 %	6.53 %
Coordination	2.50 %	2.40 %	2.38 %
Operational	83.80 %	84.80 %	85.10 %
Top Level Operational Coordination	1.50 %	1.50 %	1.34 %
Programme Management & Implementation	51.90 %	54.30 %	56.45 %
Evaluation & Impact Assessment	12.00 %	12.00 %	12.83 %
General Operational	18.30 %	17.10 %	14.48 %
Neutral	6.50 %	6.10 %	5.99 %
Finance/Control	6.00 %	5.70 %	5.48 %
Linguistics	0.50 %	0.40 %	0.51 %

Recruitment policy

According to the Agency's mandate and business plan, the Agency recruits staff to mainly perform tasks of a permanent nature to ensure sufficient expertise in all domains across the organisation. The majority of the tasks are performed by temporary agents (TAs) in the administrator (AD) and assistant (AST) function groups. All temporary agent posts are identified as posts of long-term duration. The TAs are engaged to ensure the Agency carries out its mandate on all technical, administrative, and managerial levels of the organisation.

The criterion for identifying long-term duration posts is whether such posts involve tasks of a permanent nature. These tasks are derived from the Agency's strategic workforce planning, which is cascaded down to the multi-annual recruitment plan, which is in line with the Agency's key objectives and serves the need for continuous expertise in specific areas. In addition, selection procedures are designed to foster internal mobility, complemented by external recruitment for specific profiles. Entry grades for new recruits are based on the Staff Regulations.

The Agency employs short-term and long-term contract agent (CA) staff to support TA staff in performing specific projects and tasks, and carry out administrative work with a long-term duration.

CA staff, which accounted for 11.9 % of the Agency staff in 2019, plays an essential role in many of the Agency's core activities and processes. Due to the specific nature of the tasks covered by CA staff, the Agency employs CA staff only in function groups III and IV.

The selection procedure for CA staff is laid down in the EASA Decision on the engagement and use of contract agents under Art. 3a (adopted in agreement with the European Commission



in February 2007) and is currently under revision, awaiting the EASA ‘model decision’ for the implementation of Art. 79(2) of the SRs on the Conditions of Employment of Other Servants of the European Union (CEOSs). The revised decision is expected to optimise the recruitment process and ensure mobility and career opportunities for CA staff.

For certain expertise, seconded national experts (SNEs) are temporarily working at the Agency under the rules applicable to such experts. In general, their assigned tasks require in-depth expert knowledge and extensive work experience in a specific field of aviation.

A limited number of short-term staff (‘interims’) work at the Agency, contracted through an external service provider, who is selected following an open tender procedure. Based on a business analysis, the policy for recruiting interims was revised to ensure that interims replace staff only on short- to medium-term leave or exceptionally to support specific programmes and/or projects.

Implementing Rules

In June 2019, the MB adopted the following list of implementing rules:

Reference	Date	Subject
11-2019	04/06/2019	‘Model decision for decentralised agencies and joint undertakings on the general provisions for implementing Article 79(2) on the Conditions of Employment of other Servants of the European Union, governing the conditions of employment of contract staff employed under the terms of Article 3a thereof’ and general provisions for implementing Art. 79(2) of the staff regulation (SRs).
10-2019	04/06/2019	Function of counsellor
09-2019	04/06/2019	Temporary occupation of management posts
08-2019	04/06/2019	Middle-management staff
07-2019	04/06/2019	Type of posts and post titles

II.5 Strategy for efficiency gains

II.5.1 Efficiency Gains

Acting on commitments to its stakeholders, the Agency continued to review the way it works so as to achieve its goals more efficiently. Building on the achievements of previous years, it turned existing and new efficiency initiatives into net tangible reductions of effort estimated at eight full-time equivalents (FTEs) compared to year end 2018), which resulted in staffing cost savings of around EUR 960 000. A further 13 FTEs, also gained through efficiency initiatives, were reinvested in core activities.



Noteworthy efficiency initiatives undertaken include:

- reducing the duplication of effort in various departments through mergers and harmonisation of processes;
- increasing the acceptance of simplified validation procedures between the Agency and partner authorities through bilateral agreements;
- further deployment of information systems to manage and share data (e.g. Inspection and Findings Platform (IFP), Shared Electronic Platform for Initial Airworthiness Certification (SEPIAC), eRules, Advanced Records System (ARES)), supported in part by the CORAL digitalisation programme;
- wider use of flexibility provisions and standardised ways of working for third-country operators;
- standardising grant management processes for technical cooperation projects;
- signing a service level agreement with the European External Action Service (EEAS) to clarify management rules for the representation offices;
- focusing more on interpreting and applying existing regulations, thereby limiting the need for resource-intensive formal working group structures; and
- simplifying and digitalising internal procedures relating to finance, human resources, and travel management.

In addition, the ‘Ramp Simplification’ and ‘System-Wide Coordination’ projects were completed at system level. This resulted in simplified training requirements, flexibility provisions, and target-setting for the national competent authorities, although the Agency’s coordination workload was at the same time marginally increased.

II.5.2 Negative priorities

In spite of those efficiency measures, some rulemaking tasks, notably including Agency Decisions on acceptable means of compliance (AMC) and guidance material (GM), had to be deprioritised in accordance with SPD 2019-2021.



II.6 Assessment of audit results during the reporting year

II.6.1 Internal Audit Services (IAS)

In 2019, the IAS team performed an audit of outsourcing, partnership agreements, and applicant services. The final audit report was delivered in 2020/Q1. The Agency is currently taking measures based on the IAS' team auditing, carried out during 2019, and the resulting actions performed.

II.6.2 Internal Audit Capability (IAC)

The 2019 audit programme consisted of five assurance audits and was concluded with the issuance of all final reports by December. The programme included one assurance audit performed by the IAS team. The objective of the five audits was to assess whether there it could be reasonably assured that the relevant regulations and/or requirements were complied with, the process objectives were met, and the key risks were properly mitigated through a robust internal control system. In each of the five audits, the required level of assurance was provided, and recommendations were given to enhance the control environment or the overall efficiency of the processes.

In addition, three follow-up audits were performed on audits carried out in 2018. The purpose of the follow-up audits was to assess the status of the agreed actions resulting from the audit and their effectiveness, as well as the residual risks associated with the objectives of each audited activity.

In one of the three areas subject to a follow-up audit in 2019, the residual risks were reduced to an acceptable level through the implementation of the agreed mitigating actions. In the other two areas, the implementation of the remainder of the actions will be assessed in 2020.

II.6.3 European Court of Auditors

The preliminary observations of Chamber IV of the European Court of Auditors (ECA), adopted at its meeting of 12 May 2020, contain the following opinion on the reliability of the Agency's accounts: (transcript from the report):

'In our opinion, the accounts of the Agency for the year ended 31 December 2019 present fairly, in all material respects, the financial position of the Agency at 31 December 2019, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.'

Regarding the transactions underlying the accounts, both revenue and payments were deemed to be legal and regular in all material aspects.

However, and without questioning ECA's opinion, a series of observations on the management of some procurement procedures were highlighted. In two framework contracts, the terms used were considered not specific enough to allow for fair competition. In other three published procurement tenders, the Agency did not indicate the estimated



volume of the contract as required by its Financial Regulation. The Agency took note of the observations and initiated the process of analysing them and subsequently responding to the ECA.

II.7.a Follow-up to audit plans, audits, and recommendations

With regard to the audits performed by the IAS team and the resulting actions, all measures are being implemented and the status is 'in progress'.

The main recommendations stemming from the IAS team auditing in 2019 cover the following areas:

- (a) conflict of interest management;
- (b) oversight of declared interests;
- (c) management of MB Members' annual declarations of interest;
- (d) 'Anti-fraud strategy' framework; and
- (e) refresher training and raising awareness on ethics and anti-fraud policy.

None of the recommendations following these audits were classified as 'critical' or 'very important'. The related actions are being completed, will be implemented in 2020, and do not affect the assurance building process.

Agency actions to prevent fraud

The Agency has developed its own Anti-Fraud Strategy in the framework of the Commission's Anti-Fraud Strategy, based on an internal risk assessment exercise carried out in accordance with the methodology and guidance of the European Anti-Fraud Office (OLAF). The strategy covers the whole anti-fraud life cycle and is built on key objectives and specific actions tailored to the Agency's environment.

The Agency's Anti-Fraud Strategy aims to complement the Commission's and OLAF's general anti-fraud frameworks and actions by promoting a high level of fraud awareness among the Agency's management and staff and by helping to reduce the potential fraud risks and their impact on the effectiveness and reputation of the Agency.

The Management Board (MB) endorsed the Agency's Anti-Fraud Strategy in 2014. All related actions have been completed. The IAS team conducted an ethics audit in 2018, including the areas of code of conduct, ethics, and fraud. The final audit report was published in 2020.



II.7.b Follow-up to recommendations issued following investigation by OLAF

OLAF made no recommendation to EASA.

II.8 Follow-up to observations from the discharge authority

On 13 May 2020, the European Parliament granted its discharge to the Agency for the financial year 2018 and approved the formal closure of the Agency's annual accounts.

Regarding the follow-up to the observations made by the European Parliament in its discharge granted to the Agency for the financial year 2017 (2018/2189(DEC)) on some aspects of the Agency's financial and administrative management, the Agency took the following measures:

II.8.1 Staff Policy

The European Parliament requested the Agency to focus on several points:

- Integrate work-life balance with the staff policy. Following feedback from a staff survey, the Agency fully implemented the 'Teleworking Policy', revised its 'Flexitime' arrangements, and changed the core hours, to increase the 'health and well-being' of staff. In 2019, a staff engagement survey was conducted and the results show that policies on work-life balance are well appreciated by staff (84 % positive reactions).
- To support prevention mechanisms against psychological and sexual harassment, the Agency's confidential counsellors attended yearly supervision training sessions. A general-awareness informative session by the counsellors was piloted in 2019.
- A dual-career system (technical and managerial) was designed and established to enable staff development. In addition, a Junior Qualification Programme (JQP) was established in 2016, which continued with further recruitment in 2018, and a new call is expected in 2020. Managerial competencies were streamlined in 2019, and a more focused assessment process was incorporated in the selection of new managers, in line with the requirements of the Middle-Management Implementing Rule adopted in 2019. The technical career path was updated to allow for the development of a wider target audience (vacant posts are now advertised at Agency level, not at Directorate level).
- The Agency's gender imbalance was addressed by joining the Commission's initiative 'Women in Transport', which aims to strengthen women's employment and representation opportunities at all levels. EASA established a Gender Balance Task Force to make recommendations on promoting equality and redressing the imbalance. In addition, recurrent analysis of the relevant processes (i.e. performance appraisal, reclassification, selection) is performed to ensure gender balance to the extent possible.

II.8.2 Prevention and management of conflicts of interest and transparency

In June 2018, the Management Board (MB) of the Agency adopted the 'Guidelines on Whistleblowing' (EASA MB Decision 06-2018). These guidelines are in accordance with the model decision adopted for all EU Agencies.



In addition, in 2017, the Agency revised its 'Policy on impartiality and independence: prevention and mitigation of Conflict of Interest', extending the obligation to complete a declaration of interests to all staff members. The declaration of interests is now a continuous exercise (staff members are obliged to declare any change at any point in time). However, the Agency officially reminds all staff members of their obligation to update their declaration of interests on a yearly basis.

Since January 2019, the status of the accounting officer changed to be administratively directly responsible to the Agency's Executive Director and functionally responsible to the MB.

In May 2019, EASA received the final report of the audit on 'Ethics, Fraud, Prevention and Conflict of Interest', which had been performed in 2018 by the IAS team of the European Commission. The report concluded that the Agency's management and control systems for ethics, fraud prevention, and conflict of interest are adequately designed, efficient, and effectively implemented, and support the Agency in achieving its strategic objectives. Despite the positive conclusion of the audit report, the auditors made some recommendations to improve the management of the related processes. In 2019, the Agency started working on the auditors' recommendations, which will be implemented in 2020.

Regarding the transparency policy in its relation with stakeholders and other third parties, the Agency, being a technical EU Agency, needs by nature to have an open dialogue with aviation stakeholders and take their views into consideration. The Agency is bound by its legal mandate to have this interaction with aviation stakeholders. All technical workshops organised by the Agency with its aviation stakeholders are reflected on the 'Events' page of the Agency's website.

II.8.4 Other comments

The European Commission's IAS team made an additional observation on closer cooperation with other European Institutions and the European Commission to ensure the proper allocation of resources to the EU planning, especially depending on the outcome of the BREXIT. In this regard, the Agency, together with DG MOVE and Task Force 50, organised several workshops and meetings, whose results are available upon request.



II.9 Assessment by management

Overall budget implementation rate

Comprehensive budget monitoring ensured a final current year (C1) budget implementation rate of 97 %, well above the European Commission's target of 95 %.

The cancellation of amounts carried over from the previous year (C8) increased to 3.7 %, compared to 1.8 % in 2018, but remains well below the 5 % limit set by the European Commission.

The achievement of both targets means that no penalties will be applied to the 2021 EU Subsidy.

Legality and regularity

Ex ante verifications were performed on each of the 30 500 financial transactions processed by the Agency in 2019: 11 500 by financial verifying agents and 19 000 by reporting authorising officers (for recovery orders, mission expenditure reimbursements, and 'low-risk transactions'). Additionally, in accordance with the Ex post Control Annual Programme for 2019, 30 ex post control exercises were performed on recovery orders, mission expenditure reimbursements, and 'low-risk transactions'.

Procurement procedures

In 2019, the Agency managed 27 high-value and middle-value procedures (> EUR 60 000). Additionally, approximately 353 specific contracts (under framework contracts) and 102 low-value (EUR 1 000-60 000) contracts were concluded. More details about the main procurement procedures launched in 2019 can be found in Part II, Chapter II.2 'Budgetary and financial management'.

Registration of exceptions

In accordance with EASA Management Standard 18, the Agency implemented an exception process to document deviations from established processes and procedures. To ensure traceability, deviations from the rules and/or procedures are documented in an exception request, which is recorded in a dedicated exception register. For each request, corrective/preventive actions and risk level are identified prior to approval by the relevant director.

The Agency's 'Audit and Assurance Section' reviewed the exception requests submitted in 2019.

The results of this review were reported to the directors during the Management Review.

There were no significant financial exceptions registered in 2019.



Part III — Assessment of the effectiveness of internal control systems

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.

III.1 Effectiveness of Internal Control Standards

The integrated management system of the Agency was recertified with 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.

III.1.1 Risk Assessment

The Agency performs a risk assessment exercise in line with the methodology developed for EU agencies and bodies. During the risk assessment, the criticality of the risks is established based on their likelihood of occurrence and potential impact. Mitigating actions are developed and agreed with the express purpose of being implemented prior to or during year n. The outcome of the risk assessment exercise serves as input to the planning exercise for the Single Programming Document (SPD); during the subsequent annual risk assessment, the status of the mitigating actions and critical risk are assessed.

The following critical risks were identified as specifically linked to 2019 in the SPD; an explanation of the status and of the mitigating actions evolution during the year is provided below:

Safety issues: identify, prioritise and respond

Description

Failure to identify and prioritise systemic safety issues. Failure to timely respond to safety issues.

Actions taken

Safety Issues are continuously identified and captured in the Safety Review Management (SRM) Process. Safety investigations and safety recommendations are internally timely processed to identify and capture safety issues that may feed the SRM Process. For example, a recent case led to the proposal in 2019 of a new candidate safety issue on the reliability of new high-performance engines. Safety issues are assessed and prioritised by the Safety Risk Panel (SRP).



The SRP and the EASA Safety Committee (ESC) have endorsed in 2019 a new methodology and format for the Safety Risk Portfolios.

The following additional measures help mitigate safety risks:

- Development of the Data4Safety (D4S) Programme. In 2019, an initial proof of concept (PoC) implementation phase was launched and the D4S programme is on track. A second grant contract was signed with European Commission (DG MOVE).
- The Agency organised the first Safety in Aviation Forum for Europe (SAFE) 360° Conference in 2019. SAFE's aim is to break down silos by examining key safety issues from a cross-domain perspective in an interactive environment. Preparatory work for the next SAFE edition started already in 2019.

Information Security

Description

Partial protection of information managed by the Agency, including third-party information, at an adequate level of security.

Actions taken

The Information Security Management (ISM) road map, endorsed by the Executive Committee (ExCom), is well on track and entered Phase II (2018/2019), which was successfully completed by the end of June 2019. Phase III started at the end of 2019/Q4 (6 December) and its final products are expected to be delivered in two steps: EU classified information (EU CI) road map by the end of 2020/Q1, followed by ISM awareness material and training by the end of 2020/Q2.

The specific actions completed in 2019 for Phase II of the ISM roadmap were:

- Review of the processing of occurrence reports by considering the confidentiality/integrity rating of procedures included in the EASA Process map. The review was based on a Business Impact Assessment (BIA) to map and rate the criticality of the confidentiality, integrity, and availability of all EASA procedures.
- An Information Asset Inventory (IAI) was created to map and rate the criticality of the information assets contained in the procedures considered most critical. The BIA rating was aligned with the findings of the detailed IAI analysis.
- An initial set of education and training on information protection is now in place in the Agency for newcomers and permanent staff members. This set is supplemented by additional training, exercises, and evaluation tests and supported by an increase in allocated budgets and staff members availability, with the ambitious aim of attaining a very high level of information protection in the Agency.



Standardised safety level in EASA Member States

Description

Failure to establish and maintain a uniform level of implementation of EU safety regulations across the EASA Member States through standardisation of those Member States.

Actions taken

In 2019, the Agency started to perform the first round of aerodromes inspections in EASA Member States, collecting material to draw the baseline for the Continuous Monitoring Approach (CMA). The prioritisation of inspections in the first round was based on qualitative assessment of the information available from all possible sources. The objective of this first round, which is planned to be completed by the end of 2021, is to introduce the CMA in the aerodromes domain.

In addition, specific workshops with national aviation authorities (NAAs) and industry stakeholders took place in 2019, touching upon all planned thematics and domains.

The Agency put in place all the required infrastructure for an effective implementation support when standardisation requests are received from EASA Member States.

Service Level Agreements in administrative and support areas

Description

Failure to reach Service Level Agreements (SLAs) in the areas of Applicant Services and Relations, Information Technology, Human Resources, Corporate Services, and Budget Implementation.

Actions taken

The Agency decided to accept the risk and therefore no concrete actions were taken in 2019. However, EASA is acting on the European Commission's travel security advice, de-prioritised certain service areas (in agreement with the business), and is exploring further outsourcing of activities (based on budget availability).

Repository of Information (Art. 74)

Description

Failure to define, implement, and maintain the Repository of Information as required in Regulation (EU) 2018/1139 (the new 'Basic Regulation').

Actions taken

The Agency created a task force with the Member States to ensure appropriate and agreed specifications for the Repository of Information, and to implement an interim technical solution for critical areas, e.g. certain cases of exemptions and unmanned aircraft system (UAS) registration. The task force included legal and data protection officers, as well as representatives from the Information Technology and Information Management teams.



The choice and implementation of the technical solution was also integrated with the CORAL programme; the UAS case is a top priority.

Develop a risk-based, operation-centric EU regulatory framework for unmanned aircraft systems (UAS)

Description

Failure to reach an agreement among Member States on a solution supporting the interoperability of the UAS national registration systems.

Actions taken

In 2019, the senior management of the Agency closely followed the UAS ('drones') project; all planning and related actions were performed in close cooperation with the Repository of Information project and CORAL programme.

The EASA Member States were consulted via the Member State Advisory Body (MAB), as well as through a dedicated task force, which supports the design of the Repository of Information, the drafting of specifications, and the classification of information. The overall architecture and interoperability of the EU regulatory framework for UAS was also agreed by the task force. Work is on track for timely implementation, but the deadlines are rather tight.

The Agency provided specifications to the EASA Member States, which should launch their procurement procedures within 2020. The Agency is therefore dependent upon the EASA Member States.

Crisis management

Description

Lack of or inappropriate crisis response in aviation.

Actions taken

An emergency management process replaced the former crisis response plan. The emergency management process refers to the crisis communication activities managed by the Communication Department. The emergency management process design was prepared in 2019 and adopted by management in February 2020.

The actions taken in 2019 in response to the B-737 MAX event served as a practical exercise, which proved to be very useful in the review of the documentation for the emergency management process.



Initial airworthiness and operational suitability, continuing airworthiness and operational suitability, certification-related services

Description

The Agency or its staff is found guilty and/or civil/criminal liability is engaged.

Actions taken

The Agency regularly revises procedures and processes, including the Handbook for Design Organisations Approval and Certification, to control and standardise the implementation of certification across Directorates. In addition, mitigation measures to control outsourced tasks are put in place, using a new system to replace the previous accreditations scheme.

Prepare EASA for BREXIT

Description

Potential disruption of aviation activities

Actions taken

The Agency has been in close cooperation with the European Commission (EC) following the negotiations with the United Kingdom. Finally, the risk for disruption of aviation activities disappeared thanks to the withdrawal agreement, which will be concluded and monitored during 2020. In any case, EASA is prepared for all eventualities and put in place contingency measures in coordination with the EC (for further details, see the adopted Single Programming Document (SPD) 2020-2023, Chapter IV.19 'Contingency Plan for No Deal Brexit').

III.1.2 Agency actions to prevent fraud

The Agency has developed its own Anti-Fraud Strategy in the framework of the Commission's Anti-Fraud Strategy, based on an internal risk assessment exercise carried out in accordance with the methodology and guidance of the European Anti-Fraud Office (OLAF). The strategy covers the whole anti-fraud life cycle and is built on key objectives and specific actions tailored to the Agency's environment.

The Agency's Anti-Fraud Strategy aims to complement the Commission's and OLAF's general anti-fraud frameworks and actions by promoting a high level of fraud awareness among the Agency's management and staff and by helping to reduce the potential fraud risks and their impact on the effectiveness and reputation of the Agency.

The Management Board (MB) endorsed the Agency's Anti-Fraud Strategy in 2014. All related actions have been completed. The IAS team conducted an ethics audit in 2018, including the areas of code of conduct, ethics, and fraud; the final audit report is expected in 2020. The report concluded that the Agency's management and control systems for fraud prevention, ethics, and conflict of interest are adequately designed, efficient, effectively implemented, and support the Agency in achieving its strategic objectives. However, the report contained



some auditors' recommendations on which the Agency started working; implementation of the related actions is expected in 2020.

III.2 Conclusion of assessment of internal control system

The Agency performed the annual assessment of its management standards. The conclusion of this assessment was that the Agency's management system complies with the management standards, thanks to the robust monitoring system that was established at both management and process levels.

III.3 Statement of the manager in charge of risk management and internal control

I, the undersigned,

Manager in charge of risk management and internal control within the European Union Aviation Safety Agency (EASA),

In my capacity as Manager in charge of risk management and internal control, I declare that in accordance with the Agency's Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director.

I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its Annexes is, to the best of my knowledge, accurate, reliable, and complete.

15 May 2020

Jean-Christophe NICAISE

Acting Section Manager — Internal Audit & Assurance of the European Union Aviation Safety Agency



Part IV — Management assurance

IV.1 Review of the elements supporting assurance

The Agency set up and maintains an ISO-certified Integrated Management System (IMS) ensuring that resources and processes are managed and controlled. Processes are described and managed according to the objectives, risks and key performance indicators (KPIs) identified. This includes risks linked to fraud. Through continuous assessments and improvements, the Agency ensures compliance with applicable regulations and a high level of performance. The completeness and effectiveness of the IMS is reviewed once a year through a self-assessment. The results of this assessment are reported to the Directors at the Management Review meeting, where the continuous effectiveness of the system is examined. As part of the Agency's planning and reporting cycle, regular reporting at management level is in place regarding the use of resources, in particular in the fields of human resources and financial activities. In 2019, controls were exercised through:

- a robust internal audit capability;
- ex post and ex ante controls, exceptions, and delegations of power;
- the ethical committee; and
- regular European Court of Auditors (ECA) and Internal Audit Services (IAS) audits.

Related corrective actions are then followed up as part of the management system.

In summary, all information reported in Parts II and III stems from the:

- assurance given by the Agency management;
- results of the internal-control self-assessment of EASA management standards;
- audit results of the EASA internal audit capability;
- results of the European Commission Services and ECA audits and implementation of the measures to address weaknesses identified;
- reporting on exceptions and preventive/corrective actions implemented;
- mitigating measures implemented, following the annual risk assessment exercise;
- ex ante and ex post controls; and
- the annual Management Review letter, signed by the Agency's Accounting Officer together with the Executive Director.

IV.2 Reservations

Based on the information and the materiality criteria provided above, no reservation is needed.



IV.3 Overall conclusions on assurance

In conclusion, management has reasonable assurance that, overall:

- suitable controls are in place and working as intended;
- risks are being appropriately monitored and mitigated; and
- necessary improvements and reinforcements are being implemented.

The Executive Director, in his capacity as Authorising Officer, signed the Declaration of Assurance without reservation.



Part V — Declaration of Assurance from the Authorising Officer

I, the undersigned, Patrick KY, Executive Director of the European Union Aviation Safety Agency, in my capacity as Authorising Officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principle of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the EASA management standards self-assessment, exceptions analysis, ex post controls, risk assessment, the work of the Internal Audit Capability, the observations of the Internal Audit Service (IAS) and the lessons learned from the reports of the European Court of Auditors (ECA) on years prior to the year of this declaration.

Confirm that I am not aware of anything not reported that could harm the interests of the Agency.

15 May 2020

Patrick KY
Executive Director of the European Union Aviation Safety Agency



Part VI — Annex

VI. Annex 1. Core business statistics

VI.1.1 Key Performance Indicators (KPIs)

Introduction

Below table summarises the performance of EASA's core processes according to the key performance indicators (KPIs) pertinent to each process. The summary table is followed by the detailed list of individual KPIs and their outcomes in 2019.

Activity	Processes	Status
Safety Intelligence and Performance	<ul style="list-style-type: none"> • Safety Intelligence and Performance • Safety Promotion • Research Strategy • Cybersecurity in Aviation and Emerging Risks • European Big Data Programme — Data4Safety 	On track 6 green and 3 yellow KPIs.
Product Certification	<ul style="list-style-type: none"> • Initial Airworthiness and Operational Suitability • Continuing Airworthiness and Operational Suitability • Certification-related Services 	Below target Significant challenges identified in the monitoring rate of occurrences (backlog) and in the technical acceptance of occurrences' timeliness. The Initial Airworthiness performance rate continues to be slightly below target. The other 3 measurable KPIs are green.
Organisation Approvals (OA)	<ul style="list-style-type: none"> • Design Organisation Approvals • Organisation Approvals 	On track The average on time closure of OA findings is slightly below target, the other measurable KPIs are green.
Third-Country Operators (TCOs)	<ul style="list-style-type: none"> • Third-Country Operators Authorisation 	On track All KPIs are green.
Standardisation	<ul style="list-style-type: none"> • Standardisation: Monitor the Application of Regulations and Implementing Rules 	On track All KPIs evolve into green.
EU Ramp Inspection Programme	<ul style="list-style-type: none"> • Safety Assessment of Foreign Aircraft (SAFA) Coordination 	Not measurable 1 KPI is green, 1 KPI is currently not measurable as the overall stakeholder satisfaction survey was not scheduled in 2019.



International Cooperation	<ul style="list-style-type: none"> • Bilateral Agreements and Working Arrangements • Technical support • ICAO cooperation 	On track All KPIs are green, except the timely delivery of compliance checklists for use by EASA Member States (ICAO-related activity).
Rulemaking	<ul style="list-style-type: none"> • Rules Development and Better Regulation • Digital Licence for Aviation Pilot (DLAP) — Proof of Concept • Study on Pilots Living with HIV 	Below target Significant challenges identified in Impact Assessment coverage and in the timely progress of the Rulemaking Programme (e.g. notices of proposed amendment (NPAs)). Another 3 KPIs are below target and 6 are green.
Applicant Services	<ul style="list-style-type: none"> • Applicant Relations • National aviation authorities (NAAs) and QEs Outsourcing • Fees and Charges Regulation Review • CORAL Programme • BASA Negotiation Projects: China and Japan 	On track All KPIs are green.
Transversal and Enabling Activities	<ul style="list-style-type: none"> • Strategy and Safety Planning • Business Programming, Reporting, and Information Management • Technical Training • European Central Question Bank (ECQB) • Human Resources • Information Technology • Implement Budget (according to EU and EASA rules) • Corporate Services • Executive Directorate-related Processes • Repository of Information (Art. 74) • Develop a Risk-based, Operation-centric EU Regulatory Framework for unmanned aircraft systems (UAS) (for the Certified Category, using Performance-based Regulation Principles) • Prepare for BREXIT 	On track Most of the KPIs are green. Significant challenges identified in the days of Technical Training days and in the percentage of carried over commitments. The Single Programming Document (SPD) 2020-2023 target of $\leq 2.5\%$ will not be achieved. However, the European Commission target of $\leq 5\%$ was met.

The aggregation of individual KPIs in the above summary was based on the following colour coding: **red** = > 30 % of KPIs red; **yellow** = > 2 KPIs red or > 30 % red/yellow; **grey** = > 50 % not measurable; otherwise **green**.

To determine if an individual KPI is on track, the following colour coding was applied: **red** = > 15 % below target; **yellow** = 5-15 % below target; **grey** = not measurable; otherwise **green**.



Process	KPI	Target	KPI Status	Comment
Safety Intelligence and Performance	Timely processing of occurrence reports	≥ 82 % ≤ 5 days	Delayed/ challenge identified	86.1 % 3.8 days Below target due to resources issues (availability of 3,5 instead of 5 full-time equivalents (FTEs)) in combination with an exceptionally high volume of received reports. Actions taken: ongoing review of resources with the human resources (HR) focal point and the management of the Safety Management Directorate.
Safety Intelligence and Performance	Accuracy of technical owner allocation	≥ 95 %	On track	98.50 %
Safety Intelligence and Performance	Timeliness in responding to safety recommendations	≥ 97.5 %	On track	100 %
Safety Intelligence and Performance	Productivity and quality of the Safety Analysis process	≥ 4	On track	4 papers were presented to the EASA Safety Committee (ESC) in 2019: <ul style="list-style-type: none"> • paper on the Annual Safety Recommendation Report; • paper on the EASA strategy for the evaluation by the European Commission of Regulation (EU) No 376/2014 (submitted and presented to the ESC.) • paper on the new format and restructured content of the ASR (published on the EASA website). • paper on the new format and process of the Safety Risk Portfolios, illustrated by the CAT A portfolio.
Safety Intelligence and Performance	Safety Promotion Programme implementation	≥ 80 %	Completed	Safety Promotion deliverables completed according to plan. Monthly articles on 'Rotorcraft and General Aviation' (<i>Sunny Swift</i>).
Safety Intelligence and Performance	Safety Promotion resource engagement	9.6 FTEs	Completed	Safety Promotion resources from CT.3 employed in the European Safety Promotion Network Rotorcraft (ESPN-R) Workshop and in preparation for the Safety Promotion workshop.
Safety Intelligence and Performance	Proportion of safety promotion materials and actions jointly	≥ 50 %	Completed	All deliverables were jointly developed with external stakeholders.



	developed with stakeholders			
Safety Intelligence and Performance	Timely execution of committed research projects	100 %	Delayed/challenge identified	9 out of 9 project specifications completed — procurement phases extended to 2020/Q1.
Safety Intelligence and Performance	Processing of requests for participation in external research projects	≥ 80 %	Delayed/challenge identified	76 % (out of 34 requests, 21 with technical content available for review by experts, 16 responded to in less than 21 days).

Process	KPI	Target	KPI Status	Comment
Product Certification	Annual initial airworthiness (IAW) satisfaction rate (stakeholders)	≥ 78 %	Not measurable	Following the discussion within the 'quality focal point network', the survey should be launched in 2020. Details have not been decided yet.
Product Certification	IAW performance rate	95-105 %	Delayed/challenge identified	89 % The calculation is based on data available on 14 January 2020 (source: <i>Actual vs Plan report 'Certification' Process level 1 and 'IAW' Process level 2</i>). It does not include outsourcing data.
Product Certification	Airworthiness Directives (AD)' deficiency rate	≤ 5 %	On track	4,3 % 380 ADs, 16 corrections
Product Certification	Continuing airworthiness (CAW) predictability time	≥ 90 %	Very delayed/significant challenge identified	95 % The calculation is based on data available on 14 January 2020, (source: <i>Actual vs Plan report 'Certification' Process level 1 and 'CAW' Process level 2</i>). It does not include outsourcing data.
Product Certification	Occurrences backlog monitoring rate	90-110 %	Very delayed/significant challenge identified	77 % 1895 closed and rejected occurrences out of 2470 incoming ones. This figure was heavily affected by the block reporting of 270 occurrences by <i>Antonov</i> in November 2019 (otherwise, the closure rate would have been 86 %), and the increase by approximately 450 additional occurrences reported in 2019. The closure rate will continue to be closely monitored.



Product Certification	Technical acceptance of occurrence timeliness	≤ 10 days	On track	13 days This figure was heavily affected by the block reporting of 270 occurrences by <i>Antonov</i> in November 2019. The 'accept/reject' timeliness will continue to be closely monitored.
Product Certification	Timeliness of certification support for product validation	≥ 71 %	On track	67 % However, based on further analysis of the overall statistics on CSV, the number of cases with no forwarding remained stable at 25 %. This is an improvement compared to 2019/Q1. Some cases not meeting the target are due to delays in providing the necessary documentation to issue the forwarding letters. Actions taken: Following the CSV process simplification exercise, a series of recommendations were made and expected to be implemented by 2020/Q1.

Process	KPI	Target	KPI Status	Comment
Organisation Approvals (OA)	Timely continuation of Design Organisation Approval (DOA)	≥ 95 %	On track	97.3 %
OA	Timely initial approval of organisations	Not applicable	Not applicable	The aggregated KPI would not reflect the diversity of cases between organisations and types of approval. Furthermore, it is not possible to set a common target time. It was therefore agreed to delete this KPI.
OA	Timely approval of organisation continuation	≥ 90 %	On track	FS 1.3 POA: 100 % of the recommendations received on time FS 1.4 CAO, CAMO: 100 %; foreign Part-147: 95 %; foreign Part-145: 80 % (IFP) FS 3.2 ATO: 90 % performed (two tasks shifted to 2020/Q1) FS 4.1 AOA: 100 % — no oversight report due in 2019/Q4 (1 oversight report due and on time in 2019/Q1-Q4)



OA	Timely closure of OA findings	≥ 95 %	Delayed/ challenge identified	<p>FS 1.3 POA: 95 % 6 out of 130 findings raised in 2019 were closed with delayed. The 4 findings reported as being delayed in the 2019/Q3 report are now considered 'closed' or rather not taken into consideration due to revocation of the approvals.</p> <p>FS 1.4 CAO: 85 % IFP, Part-145 only</p> <p>FS 3.2 ATO: 92 % 6 out of 72 findings were overdue on the organisations' side — no safety issues.</p> <p>FS 4.1 AOA: 86 % 8 findings of 56 open findings were overdue.</p> <p>On average, the above data points to a 89.5 % result.</p>
OA	Feedback on OA process (yearly)	Not applicable	Not applicable	No survey on organisation approvals was launched in 2019.

Process	KPI	Target	KPI Status	Comment
Third-Country Operators (TCOs)	Authorised TCOs reviewed as planned	100 %	On track	99.5 % The review of 157 out of 158 TCO files due for Continuous Monitoring Programme (CMP) was initiated on time. One file was delayed due to internal operational issues.
TCOs	Timely validation/completion of TCO applications	≥ 80 %	On track	80 % 8 out of 10 'A cases' (i.e. without findings, unresponsiveness issues, and ongoing Q&As) were processed and completed within the 30 days' timeframe following the (re-)application date.

Process	KPI	Target	KPI Status	Comment
Standardisation	Efficient and robust standardisation (yearly)	≤ 5 %	On track	In 2019, a total of 381 findings were raised in the 'mature' areas (i.e. air operations (Air OPS), ramps, flight crew licencing (FCL), medical operations (MED), flight simulation training devices (FSTDs), and air traffic management/air navigation services (ATM/ANS), excluding single European sky (SYS) and aerodromes (ADR)). The total



				number of findings raised (all domains) was 551, i.e. a drop of 31 findings (5.3 %) compared to the previous year.
Standardisation	Control of overdue standardisation findings	≤ 20 %	On track	At the end of 2019/Q4, the total number of agreed overdue findings was 286 (150 C + 136 D findings). 49 of those findings (17.1 %) were not covered by a supplementary report within 6 months.
Standardisation	Timely issuance of standardisation reports	≥ 95 %	On track	92.2 % At the end of 2019/Q4, 83 out of 90 reports were issued on time.

Process	KPI	Target	KPI Status	Comment
EU Ramp Inspection Programme	Overall stakeholder satisfaction	78 %	Not applicable	No systematic survey on the RAMP programme was launched in 2019 to avoid survey fatigue. An ad hoc survey might be launched based on specific needs only.
EU Ramp Inspection Programme	Downtime of Ramp Inspection Database	≤ 3 days	On track	No downtime exceeding 3 days was reported during 2019.

Process	KPI	Target	KPI Status	Comment
International Cooperation	Timely progress on Working Arrangements (WAs)	≥ 80 %	On track	9 WA were signed in 2019.
International Cooperation	Timely progress on Bilateral Agreements (BAs)	≥ 90 %	On track	The EU-Japan BA is on track. Negotiations on technical implementation procedures (TIPs) started in 2019/Q1. The EU-US BA is delayed due to the pending adoption of Annexes 3 and 4 (not caused by the Agency). The EU-Canada BA is on track. The EU-Brazil BA is on track. The EU-China BA was signed in 2019/Q2. TIP negotiations started in 2019/Q4. Signature expected by 2020.



International Cooperation	Timely implementation of technical support to third countries	$\geq 70\%$	On track	Results 2019/Q1-Q4: 90.21 % EU-CHINA 100 % EaP/CA (TRACECA III) 94.44 % EU-SOUTH ASIA 81.50 % UKRAINE 100 % ZAMBIA II 100 % IPA 4 100 % EU-SOUTH EAST ASIA 100 % PASTA-CO - ECCAS 61.54 % ARISE PLUS (AATIP II) 100 % EU LAC 100 % EU ASA 45 % EU-SEA CCCA — CORSIA 100 %
International Cooperation	Quality of delivered projects based on stakeholder feedback	≥ 5 on a scale of up to 7	On track	Results Q1-Q4: 6.56 EU-CHINA 6.45 EaP/CA (TRACECA 3) 6.80 UKRAINE 6.69 ASSP II (ZAMBIA II) 6.62 IPA 4 6.76 EU-SOUTH EAST ASIA APP 6.43 EU LAC 6.87 ARISE PLUS (AATIP II) 6.22 PASTACO-ECCAS 6.33 EU SEA CCCA CORSIA 6.44
International Cooperation	Timely provision of recommendations on ICAO State Letters (SLs) for use by EASA Member States	$\geq 90\%$	Completed	All recommendations on ICAO SLs were delivered on time in 2019.
International Cooperation	Timely delivery of compliance checklists (CCs) for use by EASA Member States	≤ 9 months	Very delayed/ significant challenge identified	At the last Executive Committee (ExCom), this task was clearly prioritised. Following meetings with the Certification (CT) and Flight Standards (FS) Directorates followed, delivery of delayed CCs is expected in 2020/Q1. Further material was received from technical departments, but workload constraints at all levels, including SM3.1, remain an issue. The current status is as follows: Annex 8: to be reviewed by FS experts Annex 3: undergoing peer review Annex 19: undergoing peer review Annex 14, Vol I: to be circulated for final approval before publication Annex 6: peer review to start early 2020 Report to ExCom on progress made is due by the end of January 2020.



				Actions taken: The task needs to continue to be prioritised in all Directorates during 2020.
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Process	KPI	Target	KPI Status	Comment
Rulemaking	Timely Progress on the Rulemaking Programme (Opinions)	≥ 75 %	Completed	All opinions planned as per EPAS 2019-2023 were published. An additional opinion on data link services was published at the request of the European Commission (EU). Another opinion on U-Space, added to the planning in the course of 2019, was published in 2020/Q1. A total of eight opinions were published during 2019.
Rulemaking	Timely Progress on the Rulemaking Programme (Decisions)	≥ 75 %	Very delayed/ significant challenge identified	In 2019, 15 out of the planned 27 Decisions (56 %) were published. Considering that 7 Decisions were submitted for proofreading prior to the end of the year, the completion rate is 81 %. Actions taken: The number of decisions planned for 2020 (14 Decisions) was adjusted to take into consideration the real capacity of the Agency.



Rulemaking	Timely Progress on the Rulemaking Programme (Notices of Proposed amendments (NPAs))	≥ 75 %	Very delayed/ significant challenge identified	During 2019, 13 out of 27 NPAs (48 %) were published. 64 % is the achievement compared to our target of 75 %. Considering that 3 NPAs (RMT.0031 'Regular update of AMC/GM to Part-21'; RMT.0400 'Amendment of requirements for flight recorders and underwater locating devices'; RMT.0673 'Regular update of CS-25') were submitted for proofreading prior to the end of the year, the completion rate is 59 %. Actions taken: The number of NPAs planned for 2020 (19 NPAs) was adjusted to take into consideration the real capacity of the Agency.
Rulemaking	Rulemaking Process efficiency with standard procedure (in years)	≤ 3.5	Completed	Efficiency calculated at 3.5 years based on the publication of 6 opinions covering 11 RMTs (RMT.0249, RMT.0271, RMT.0296, RMT.0695, RMT.0677, RMT.0703, RMT.0070, RMT.0570, RMT.0018, RMT.0252, and RMT.0599).
Rulemaking	Rulemaking Process efficiency with Art. 15/16 procedure (in years)	≤ 1.5	Delayed/ challenge identified	Efficiency calculated at 1.7 years based on the publication of 3 opinions covering 4 RMTs (RMT.0654, RMT.0701, RMT.0729, and RMT.0524).
Rulemaking	Rulemaking Process efficiency (average time at the EC in years)	≤ 2.0	On track	1.87 years
Rulemaking	Planned deliverables (Terms of Reference (ToR))	Number of projects leading to hard-law RMTs: a. ToR leading to Opinions: ≤ 7	On track	Out of 12 ToR planned in EPAS 2020-2024 for publication in 2020, 7 will lead to hard law.
Rulemaking	Planned deliverables (Opinions)	Number of projects leading to hard law RMTs: b. Planned	Delayed/ challenge identified	In EPAS 2020-2024, 7 opinions are planned to be published. However, for 2020, senior management increased the target to 8 due to the additional capacity created at the EASA CMT.



		Opinions: ≤ 7		
Rulemaking	Preliminary Impact Assessment (PIA) coverage	≥ 85 %	On track	100 %: new RMT.0731 'New air mobility' was added to the EPAS. The Best Intervention Strategy (BIS) is undergoing consultation.
Rulemaking	Impact Assessment (IA) coverage	≥ 75 %	Very delayed/ significant challenge identified	<p>Overall: 2 quantitative IAs out of 6 NPAs</p> <p>Q1: NPA 2019-01 'Aircraft cybersecurity': qualitative IA</p> <p>Q1: NPA 2019-02 'Class D compartments': quantitative IA</p> <p>Q2: NPA 2019-03 'Level of Involvement': qualitative IA</p> <p>Q2: NPA 2019-04 'AMC/GM for ATM/ANS': no IA => not part of this coverage</p> <p>Q2: NPA 2019-05 'SMS requirements for Part-145 and Part 21': quantitative IA</p> <p>Q2: NPA 2019-06 'Regular update of CS-ETSO: no IA => not part of this coverage</p> <p>Q2: NPA 2019-07 'Management of information security risks': qualitative IA</p> <p>Q2: NPA 2019-08 Update of ORO.FC: qualitative IA</p> <p>Q3: NPA 2019-09 'AWO for helicopters and SPO': no IA necessary => not part of this coverage</p> <p>Q3: NPA 2019-10(A) 'SKPI': IA performed under the Single European Sky (SES) framework => not part of this coverage</p> <p>Q4: NPA 2019-11 'Human factors in rotorcraft design': qualitative IA</p> <p>Q4: NPA 2019-12 'Installation and maintenance of recorders': qualitative IA</p> <p>Q4: NPA 2019-13 'Regular update of Cabin Crew Data CSs': no IA => not part of this coverage</p> <p>Same reasons as for the last years: the focus is now on the BIS (new name of the PIA). The change of</p>



				process make this KPI no more relevant. Proposal to delete it. Actions taken: Due to change of internal procedures, quantified assessments are usually done at an earlier stage. The related KPI was therefore removed from SPD 2020-2022 and replaced by another KPI on the number of evaluations performed to check the validity of the current rules (i.e. one evaluation per year (by date of publication)).
Rulemaking	Regulation quality	≥ 90 %	Not measurable	Currently there is not enough data available for a solid analysis; e.g. several NPAs are still under consultation.
Rulemaking	Timely answer to exemption requests (as defined by regulation)	≥ 95 %	Delayed/challenge identified	Due to delays in 2019/Q1, the cumulative rate is 83,6 %.

Process	KPI	Target	KPI Status	Comment
Applicant Services	Typical processing times met	75 %	Completed	The technical road map is not yet completed. The Resources Department (RS) will only monitor the processing time. CT will be responsible for meeting targets. Typical processing times will NOT be communicated to applicants; this will be an internal KPI. The report is finalised to the extent possible, daily updated, and available at the ReportStore.
Applicant Services	Actual outsourced hours performed compared to the target	90 %	Completed	In 2019, around 71 000 hours were performed by national aviation authorities (NAAs), which is in line with the adjusted EASA outsourcing strategy (Excom set a new target of 70 000 hours in June 2019).
Applicant Services	Applications received online	50 %	On track	From the 5965 registered applications (for processes A to D), 42.5 % could have been registered by applicants using the applicant portal. In fact, 37.3 % were registered by applicants, and the remaining 5.2 % by EASA staff. This will change once Phase II of the new Applications Portal is in place, covering all application types.



				The average number of applications coming through the portal using 'process E' is at 90 % of the total number of applications.
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Process	KPI	Target	KPI Status	Comment
Transversal and Enabling Activities	Realised return on investment, compared to plan for information technology (IT) projects	100 %	Not measurable	In line with the new IT governance, this KPI is discontinued as there is neither infrastructure nor capacity to measure. New KPIs will be defined in SPD 2020-2022 to replace this KPI.
Transversal and Enabling Activities	Technical training days per staff member per year	≥ 90 %	Very delayed/ significant challenge identified	The training plan for 2019 proposed to almost double the volume of training delivery for 2018 with no additional staffing. This is proving to be too ambitious and the actual volume of training provided (as a count of days) is only slightly higher than that for 2018. Actions taken: As the training needs analysis (TNA) is an annual exercise, more careful planning is done for 2020 considering the available resources and prediction of numbers of internal and external trainees.
Transversal and Enabling Activities	Trainee satisfaction	≥ 3.8	Completed	A satisfaction score of 4.3/5 was achieved for 2019.
Transversal and Enabling Activities	For the European Central Question Bank (ECQB): number of newly developed questions and of reviewed existing questions per year	≥ 90 %	Completed	1229 out of 1250 contracted questions were completed and included in the ECQB. As a result of the continuous review of existing questions, 3 amendment reports were issued to the NAAs in the course of 2019 on questions that need to be blocked or corrected.
Transversal and Enabling Activities	Occupancy rate (fulfilment of the establishment plan at the year end — yearly reporting)	≥ 98 %	On track	96.5 %, including 13 Offer Letters sent.



Transversal and Enabling Activities	Non-occupancy duration	≤ 4.5 months	Not measurable	<p>This KPI has become unrealistic. There are many vacant posts that have remained and will remain vacant following management decisions.</p> <p>Any calculation would therefore be inaccurate and could not indicate performance.</p> <p>Other KPIs that bring more added value should be considered (e.g. time to fill, time to perform, etc.).</p>
Transversal and Enabling Activities	Turnover rate	≤ 10 %	On track	2.5 %, including temporary agents (TAs) and contract agents (CAs).
Transversal and Enabling Activities	Staff engagement survey (biennial)	> 68 %	Completed	<p>Staff engagement is measured by combining the responses to the following key questions:</p> <ul style="list-style-type: none"> • I would recommend EASA as an employer to a friend or family member ('say'); • I intend to still be working for EASA in 12 months' time ('stay'); • I see myself having a long-term perspective at EASA ('stay'); • I am highly motivated in my current job ('strive'); and • I go beyond what is normally required in my job for EASA to succeed ('strive'). <p>These key engagement questions relate to three important areas of the employee experience within an organisation: 'say' refers to the pride and willingness to advocate, 'stay' refers to a sense of belonging and contribution, and 'strive' refers to going the extra mile.</p> <p>Overall staff engagement is on a high level, which exceeds external benchmarks, with best results on the 'stay' and 'strive' components. In 2019, there is a significant increase of this KPI compared to the 2016 survey (from 68 % to 76 %). The initial target for this KPI (> 68 %) is still recommended as performance reference for the future.</p>
Transversal and Enabling Activities	Sick leave (annually)	≤ 9 days	On track	8.9 days (9.6 including medical part-time).



Transversal and Enabling Activities	IT expanding services realisation	≥ 100 %	Not measurable	This KPI is under review due to changes in the implementation methodology (agile development with projects, which is organised in streams, rather than using a waterfall approach,) and IT operating model (e.g. new service catalogue concept).
Transversal and Enabling Activities	IT achievement of Service Level Agreements (SLAs)	≥ 90 %	On track	9125 out of 10647 tickets were resolved within the SLA target times (86 %).
Transversal and Enabling Activities	Budget committed	99 %	On track	97 % The EC target of > 95 % was reached. Following the decision to retain surplus to cover part of the 2016 deficit, the SPD target of 99 % was not achieved.
Transversal and Enabling Activities	Carried-over commitments	≤ 2.5 %	Very delayed/ significant challenge identified	3.7 % The EC target of ≤ 5% was reached. However, the SPD target of ≤ 2.5 % was not achieved. Actions taken: The importance of making payments related to carried-over amounts has been continually stressed during budget-monitoring meetings and communicated to the financial focal points of the directorates.
Transversal and Enabling Activities	Building cost per square metre	EUR 472	On track	EUR 429.32 (as per paid amounts in 2019, and carry-forwards to 2020). This reflects the maximum cost per square metre; the final costs will be available end of 2020, when final paid amounts are available, and the maximum cost per square metre may be ≤ EUR 429.32 (within target).
Transversal and Enabling Activities	Visitor satisfaction with in-house conference facilities	70 %	On track	The average visitor satisfaction was 84.75 %, based on satisfaction feedback received on events held on EASA premises during 2019, and monitored through paper surveys and smileys process, as well as through the assessment done using feedback terminals introduced in August 2019.
Transversal and Enabling Activities	Timely processing of mission claims	27 days	On track	The final value for this KPI is 20.4 days.



Transversal and Enabling Activities	Corrective action closure rate of Audit findings	80 %	On track	The current rate of on time implementation is 85 % (4 actions not implemented within 6 months).
Transversal and Enabling Activities	Number of cases of nonconformity to ISO standards	0 %	Completed	No nonconformity cases were identified by the auditors during the ISO Audit in November 2019.



VI.1.2 Decision, opinions and notices of proposed amendment (NPAs) in 2019

(a) Decisions

Title of official publication	Task number	Task title	Affected stakeholders
ED Decision 2019/001/R	RMT.0698	Revision of the operational rules for sailplanes	Sailplane operators
ED Decision 2019/002/R	RMT.0287	Update of AMC and GM to Part-MED and Part-ARA	Pilots, aeromedical centres (AeMCs), aeromedical examiners (AMEs), national aviation authorities (NAAs)
ED Decision 2019/002/R	RMT.0700	<i>Germanwings</i> Task Force	Pilots, AMEs, AeMCs, competent authorities
ED Decision 2019/003/R	RMT.0689	Part-21 proportionality	Design, production and maintenance approval holders, owners of simple aircraft
ED Decision 2019/004/R	RMT.0624	Remote aerodrome air traffic services	Competent authorities (CAs), air navigation service providers (ANSPs), operators
ED Decision 2019/005/R	RMT.0581	Loss of control prevention and recovery training	Pilots, instructors, flight examiners, approved training organisations (ATOs), air operators
ED Decision 2019/006/R	RMT.0069	Seat crashworthiness improvement on large aeroplanes — Dynamic testing 16g	Commercial air transport (CAT) operators, manufacturers
ED Decision 2019/006/R	RMT.0071	Additional airworthiness specifications for operations: Thermal/acoustic insulation material	Air operators, production organisation approval (POA) holders
ED Decision 2019/006/R	RMT.0560	Halon — Update of Part-26 to comply with ICAO standards	Operators, maintenance organisations, large-aircraft operators and manufacturers
ED Decision 2019/007/R	RMT.0721	Ramp simplification	CAs, operators (commercial and non-commercial)
ED Decision 2019/008/R	RMT.0601	Transposition of provisions on electronic flight bags from ICAO Annex 6	CAs, operators



Title of official publication	Task number	Task title	Affected stakeholders
ED Decision 2019/009/R	RMT.0135	B2L and L Part-66 aircraft maintenance licences	Maintenance engineers or mechanics, General Aviation (GA)
ED Decision 2019/009/R	RMT.0697	Part-66 basic examinations performed by Part-147 maintenance training organisations (MTOs)	Part-147 training organisations, CAs
ED Decision 2019/009/R	RMT.0555	Control of suppliers	Maintenance organisations, CAs
ED Decision 2019/010/R	RMT.0690	Regular update of CS-STAN	Operators other than airlines, approved maintenance organisations (AMOs) (Part-145 and Part-M, Subpart F), maintenance engineers or mechanics
ED Decision 2019/011/R	RMT.0519	Regular update of CS-ACNS (Provision of airworthiness requirements in support of global performance-based navigation (PBN))	Aircraft operators, POA holders, design organisation approval (DOA) holders, NAAs
ED Decision 2019/012/R	RMT.0638	Certification Specifications and Guidance Material for the design of surface-level VFR heliports located at aerodromes falling under the scope of the Regulation (EU) 2018/1139 (CS-HPT-DSN)	Aerodrome operators
ED Decision 2019/013/R	RMT.0249	The installation of flight recorders on large aeroplanes and large rotorcraft (CS-29)	Operators (of aircraft required to be equipped with flight recorders), POA holders, DOA holders
ED Decision 2019/013/R	RMT.0673	Regular update of CS-25	Large aeroplane design approval holders (DAHs)
ED Decision 2019/014/R	RMT.0513 RMT.0514	Implementation of CAEP/10 amendments	DOA and POA holders
ED Decision 2019/015/R	RMT.0513 RMT.0514	Implementation of CAEP/10 amendments	DOA and POA holders



ED Decision 2019/016/R	RMT.0513 RMT.0514	Implementation of the CAEP/10 amendments on climate change, emissions and noise — CS-CO ₂	DOA and POA holders
ED Decision 2019/017/R	RMT.0595	Technical review and regular update of learning objectives and syllabi for commercial licences	CAs, ATOs, student pilots, ECQB
ED Decision 2019/018/R	RMT.0262 RMT.0393 RMT.0394 RMT.0514	Embodiment of level of involvement (LoI) acceptable means of compliance and guidance material in Part 21	DAHs
ED Decision 2019/019/R	RMT.0352	Non-commercial operations of aircraft listed in the operations specifications (OpSpecs) by an air operator certificate (AOC) holder	CAT operators
ED Decision 2019/019/R	RMT.0393	Maintenance check flights	Operators, continuing-airworthiness maintenance organisations (CAMOs), Part-145 and Part-M, Subpart-F AMOs
ED Decision 2019/019/R	RMT.0516	Update of the rules on air operations (Air OPS Regulation — all Annexes & related AMC/GM)	All operators, CAs
ED Decision 2019/019/R	RMT.0561	Update of AMC-20 — In-flight entertainment (IFE), lead-free soldering, harmonisation of safety and software criteria	AOC holders, POA holders of aircraft and equipment
ED Decision 2019/020/R	RMT.0687	Regular update of CS-23	DAHs
ED Decision 2019/021/R	RMT.0230	Introduction of a regulatory framework for the operation of unmanned aircraft systems (UAS) in the 'open' and 'specific' categories	Member States, UAS operators (individuals and organisations), UAS manufacturers, manned aviation community, model aircraft community, air traffic management (ATM) service providers, air navigation service providers (ANSPs), U-space service providers, aerodromes (ADR) operators, all airspace users
ED Decision 2019/022/R	RMT.0469	Software assurance level requirements for safety (support) assessment of changes to air traffic management/air navigation services functional systems	ANSPs, CAs



ED Decision 2019/023/R	RMT.0668	AMC to Annex I (Part ATCO) to Commission Regulation (EU) 2015/340 — Update of the air traffic controllers' initial training content	ATM service providers/ANSPs, CAs, air traffic controller (ATCO) training organisations, aeromedical examiners, aeromedical centres, ATCOs
ED Decision 2019/024/R	RMT.0541	Regular update of aircraft type ratings for Part-66 aircraft maintenance licenses	Aircraft maintenance licence (AML) holders, approved maintenance training organisations (AMTOs), AMOs, CAs
ED Decision 2019/025/R	RMT.0581	Loss of control prevention and recovery training (Operator UPRT in accordance with CS-FSTD(A) — Issue 2)	Pilots, instructors, flight examiners, ATOs, air operators



(b) Opinions

Title of official publication	Task number	Task title	Affected stakeholders
Opinion 01/2019	RMT.0654	Revision of the balloon licensing requirements	Balloon operators, pilots, flight instructors and flight examiners, CAs, declared training organisations (DTOs)
Opinion 01/2019	RMT.0677	Easier access of general aviation (GA) pilots to instrument flight rules (IFR) flying	Pilots, instructors, flight examiners, ATOs, ANSPs
Opinion 01/2019	RMT.0701	Revision of the sailplane licensing requirements	Sailplane operators, pilots, flight instructors, flight examiners, ATOs, DTOs
Opinion 02/2019	RMT.0249	Installation and maintenance of recorders — certification aspects: alternate power supply for cockpit voice recorders	Operators (of aircraft required to be equipped with flight recorders), POA holders, DOA holders
Opinion 02/2019	RMT.0271 RMT.0272	In-flight recording for light aircraft	Operators (of aircraft not yet required to have flight recorders)
Opinion 02/2019	RMT.0296	Review of the aeroplane performance requirements for air operations	Aeroplane operators, POA holders, CAs
Opinion 02/2019	RMT.0695	Non-ETOPS operations using performance class A aeroplanes with a maximum operational passenger seating configuration (MOPSC) of 19 or less	DOA holders, AOC holders (CAT)
Opinion 03/2019	RMT.0703	Runway safety	Aerodrome operators, AOC holders, GA, ANSPs, CAs
Opinion 04/2019	RMT.0070	Additional airworthiness specifications for operations: fire hazard in Class D cargo compartments	Air operators, POA holders
Opinion 04/2019	RMT.0570	Reduction of runway excursions	Air Operators, POA holders, type certificate (TC) holders, supplemental type certificate (STC) holders and applicants



Opinion 05/2019	RMT.0729	Standard scenarios for UAS operations in the 'specific' category (Regular update of Regulations (EU) 2019/945 & 2019/947)	UAS operators (private and commercial), CAs, flight crews, remote pilots, maintenance staff, design and production organisations, other airspace users (manned aircraft), ATM and other ATM network functions service providers, ANSPs, air traffic services (ATS) personnel, ADR operators, general public, model aircraft associations
Opinion 06/2019	RMT.0524	Amendment of Commission Regulation (EC) No 29/2009 of 16 January 2009 laying down requirements on data link services for the single European sky	CAs, ANSPs, ADR operators, air operators, manufacturers, ATCOs
Opinion 07/2019	RMT.0018	Installation of parts and appliances that are released without an EASA Form 1 or equivalent	DAHs, POA holders, aircraft operators, AMOs (Part-145 and Part-M Subpart F) and maintenance personnel
Opinion 07/2019	RMT.0252	Instructions for continued airworthiness (ICA)	DAHs, POA holders
Opinion 08/2019 (A) & (B)	RMT.0599	Subpart FC 'Flight Crew' of Annex III (Part-ORO) to Regulation (EU) No 965/2012 — Update of ORO.FC: evidence-based training (EBT)	Pilots, flight instructors, flight examiners, ATOs, air operators



(c) NPAs

Title of official publication	Task number	Task title	Affected stakeholders
NPA 2019-01	RMT.0648	Aircraft cybersecurity	TC/STC applicants for large aeroplanes or large rotorcraft
NPA 2019-02	RMT.0070	Additional airworthiness specifications for operations: fire hazard in Class D cargo compartments	Air operators, POA holders
NPA 2019-03	RMT.0262	Embodiment of level of involvement (LoI) acceptable means of compliance and guidance material in Part 21	DAHs
NPA 2019-04	RMT.0719	Additional acceptable means of compliance and guidance material for the safety/safety support assessment of changes to the air traffic management/air navigation services functional systems	ATM service providers, ANSPs, network manager, aircraft operators, CAs
NPA 2019-05	RMT.0251	Embodiment of safety management system (SMS) requirements into Part-145 and Part 21	CAMOs, AMOs (Part-145), POA holders, DOA holders, European Technical Standard Order authorisation (ETSOA) holders, CAs
NPA 2019-06	RMT.0457	Regular update of CS-ETSO	Design and production organisation
NPA 2019-07	RMT.0720	Management of information security risks	DOA holders, POA holders, AOC holders (CAT), maintenance organisations, CAMOs, training organisations, ATM/ANS providers, ADR and Member States
NPA 2019-08	RMT.0599	Update of ORO.FC (evidence-based training (EBT))	Pilots, flight instructors, flight examiners, ATOs, air operators
NPA 2019-09	RMT.0379	All-weather operations — Helicopters and specialised operations	POA holders, air operators, ATOs, ADR operators, ATM/ANS
NPA 2019-10	RMT.0723	Measurement of the safety key performance indicator and safety performance indicators in the SES Performance and Charging Scheme	ANSPs, CAs



NPA 2019-11	RMT.0713	Human factors in rotorcraft design	Design approval holders (DAHs)
NPA 2019-12	RMT.0249	Installation and maintenance of recorders — certification aspects	Operators (of aircraft required to be equipped with flight recorders), POA holders, DOA holders
NPA 2019-13	RMT.0508	Regular update of Certification Specifications for Cabin Crew Data (CS-CCD)	Design organisations of complex motor-powered aircraft and other design organisations dealing with changes or STCs to these aircraft



VI.1.3 Studies and research projects

The following table provides the list of research projects completed, continued, or initiated by EASA in 2019:

Title	Main area	Short description	Budget (EUR)	Duration (months)	Status
Cabin air quality	Commercial transport	Investigate the quality level of the air inside the cabin of large transport aeroplanes and its health implications.	1 950 000 (European Commission (EC))	24	Completed
Effectiveness of flight time limitations	Commercial transport	Assess the effectiveness of the provisions of Subpart FTL 'Flight and duty time limitations and rest requirements' of Annex III (Part-ORO) to Regulation (EU) No 965/2012 ('the Air OPS Regulation').	1 950 000 (EC)	36	Completed
Safe transport of lithium batteries by air	Commercial transport	Study a series of mitigating measures that can be used to enhance safety when transporting lithium-metal and lithium-ion batteries on board an aircraft.	1 000 000 (EC)	26	Ongoing
DESIRE	Commercial transport	Evaluate the effects of unmanned aircraft system (UAS) strikes to aircraft structures by analytical and experimental means.	17 000 (BMBF)	19	Ongoing
CERTEST	Commercial transport	Enable lighter, more cost- and fuel-efficient composite aerostructures by providing the scientific foundations for a new approach to integrated high-fidelity structural testing, multiscale modelling, and 3D product quantification.	30 000 (EPSRC)	52	Ongoing
Helicopter underwater evacuation	Commercial transport	Perform an initial review of the available research data on underwater escape from helicopters, as well as an assessment of the feasibility of performing further focussed research to correct any shortfalls that may be identified in the initial review.	50 000 (EASA)	11	Ongoing



In addition, EASA developed or continued a series of partnerships with the following EU-funded projects (Horizon 2020 Programme):

Title	Main area	Short description	EASA budget (EUR)	Duration (months)	Status
SAFECLLOUDS.eu	Commercial transport	Develop big data analytics to support safety analyses.	138 000	36	Completed
SARAH	Commercial transport	Achieve increased safety and robust certification for aircraft ditching.	13 000	36	Ongoing
EUNADICS-AV	Commercial transport	Develop coordinated responses by aviation stakeholders to natural disasters (e.g. flood, volcanic ash, sandstorm, etc.).	13 000	36	Completed
MAHEPA PVS	General Aviation (GA)	Use a modular approach to hybrid electric propulsion architecture (GA).	120 000	20	Ongoing
ICARe	Cross-domain	Develop a research cooperation platform for aviation with third countries.	80 000	36	Ongoing
OPTICS2	Cross-domain	Create an observatory of safety and security research for aviation.	140 000	48	Ongoing
ENGAGE	Cross-domain	Organise networking actions to improve the linkage between exploratory research in air traffic management (ATM), operational needs, and transport policies	37 000	48	Ongoing
MUSIC-haic	Commercial transport	Develop advanced icing numerical simulation tools to be used both as design tools to anticipate and reduce ice crystal icing (ICI) hazards, and as acceptable means of compliance (AMC) during the certification process.	22 000	48	Ongoing
ACASIAS	Commercial transport	Develop advanced concepts for aerostructures with multifunctional capabilities, i.e. embed sensors and antennas into typical structures of aircraft (e.g. fuselage panels, winglets, and tails).	15 000	36	Ongoing



ICE GENESIS	Commercial transport	Provide the European aeronautical industry with a validated new generation of 3D icing engineering tools (numerical simulation tools and upgraded test capabilities).	48 000	42	Ongoing
SAFEMODE	Commercial transport	Strengthen synergies between aviation and the maritime sector in the area of human factors to achieve a more efficient and resilient mode of transportation.	77 000	36	Ongoing
AVIATOR	Commercial transport	Use a multilevel measurement, modelling, and assessment approach to develop an improved description and quantification of relevant aircraft engine emissions, and their impact on air quality in and around airports under different climatic conditions.	70 000	35	Ongoing
RAPTOR	Commercial transport	Bring together a consortium of world leading interdisciplinary experts in the fields of measurement, modelling, and health to assess the synergy of the current and potential future impacts of aircraft non-volatile particulate matter (nvPM), and provide robust support to key stakeholders, going beyond the current Committee on Aviation Environmental Protection (CAEP) cycle.	11 000	22	Ongoing
TRANSCEND	Commercial transport	Provide an assessment of the environmental impact at aircraft and air transport levels of alternative energy sources and novel propulsion technology for aircraft with entry-into-service before 2050.	6 000	27	Ongoing
FMCD	Commercial transport	Develop a new locking and latching mechanism for cargo doors (SAAB AKTIEBOLAG).	25 000	44	Ongoing
ROCS	Commercial transport	Define guidelines for generating rotorcraft certification data through flight simulation.	93 000	35	Ongoing



VI. Annex 2. Statistics on financial management

2019 Budget Implementation - All Fund Sources (thousands of euros)

C1 - Current year appropriations								
Title	Final Budget (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2020 (2)-(3)	
Total Title 1 - STAFF	89,284	87,131	98%	2,153	86,769	97%	361	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	19,486	19,074	98%	412	13,765	71%	5,309	
Total Title 3 - OPERATIONAL EXPENDITURE	12,116	10,680	88%	1,436	7,123	59%	3,557	
Grand Total	120,885	116,885	97%	4,000	107,658	89%	9,228	

C1 Current year appropriations - the majority of EASA's budget lines are funded by a combination of F&C revenue and the EU subsidy, the C1 funds source is used for appropriations for the year financed by the EU subsidy as well as appropriations financed by both EU subsidy and external assigned revenue from fees & charges.

R0 - External Assigned Revenue Current year appropriations								
Title	Final Budget (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations/Re serve (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2020 (2)-(3)	
Total Title 1 - STAFF	9,264	8,945	97%	319	8,918	96%	27	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	5	1	18%	4	1	18%	-	
Total Title 3 - OPERATIONAL EXPENDITURE	33,828	29,061	86%	4,767	17,583	52%	11,478	
Total Title 4 - SPECIAL OPERATION PROGRAMMES	25,036	18,784	75%	6,252	4,469	18%	14,315	
Grand Total	68,133	56,791	83%	11,342	30,972	45%	25,819	

The R0 fund source is used for external assigned revenues related purely to fees & charges activities as well as external assigned revenues related to special operations programmes funded by, inter alia, other Commission DGs (Grants & delegation agreements mainly for International Technical Cooperation projects).

C4 - Internal Assigned Revenue Current year appropriations								
Title	Amounts received 2019_C4 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Carried Over Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2020 (2)-(3)	
Total Title 1 - STAFF	16	6	39%	10	6	39%	-	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	131	52	40%	79	52	40%	-	
Total Title 3 - OPERATIONAL EXPENDITURE	608	84	14%	524	5	1%	78	
Grand Total	755	141	19%	613	63	8%	78	

C4 internal assigned revenue relates mainly to income received from participants to EASA organised events.

C5 - Internal Assigned Revenue carried over appropriations							
Title	Amounts received 2018_C5 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	
Total Title 1 - STAFF	4	4	100%	-	4	100%	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	24	24	100%	-	24	100%	
Total Title 3 - OPERATIONAL EXPENDITURE	292	289	99%	4	289	99%	
Grand Total	320	317	99%	4	317	99%	

C5 internal assigned revenue relates mainly to income received from participants to EASA organised events carried over from the previous year.

C8 - Carried over from previous year							
Title	Carried over Commitment Amount (1)	Executed Payment Amount (2)	% Paid (2)/(1)	Carried over to 2020	Cancelled Appropriations (1)-(2)	Cancelled Appropriations %	
Total Title 1 - STAFF	422	409	97%	-	14	3%	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	6,374	4,340	68%	1,761	273	4%	
Total Title 3 - OPERATIONAL EXPENDITURE	4,387	4,258	97%	-	128	3%	
Grand Total	11,183	9,007	81%	1,761	414	4%	

EU subsidy and mixed funded appropriations carried over from the previous year.

R8 - External assigned revenue carried over from previous year				
Title	Carried over amount (1)	Executed Payment Amount (2)	% Paid (2)/(1)	Cancelled Appropriations (1)-(2)
Total Title 1 - STAFF	20	20	100%	-
Total Title 3 - OPERATIONAL EXPENDITURE	12,236	8,545	70%	3,691
Total Title 4 - SPECIAL OPERATION PROGRAMMES	11,754	6,068	52%	5,686
Grand Total	24,010	14,633	61%	9,377

The R8 fund source is used for external assigned revenues related purely to fees & charges activities as well as external assigned revenues related to special operations programmes funded by, inter alia, other Commission DGs (Grants & delegation agreements mainly for International Technical Cooperation projects) carried over from the previous year.



BUDGET RESULT ACCOUNT FOR THE FINANCIAL YEAR 2019					
(thousand of euros)					
			2019	2018	Variance
REVENUE					
	Fee income (Fees & Charges)		109,639	105,273	4%
	European Union Subsidy		37,643	36,915	2%
	Third Countries Contribution (EU)		909	875	4%
	Third Countries Contribution (Switzerland)		1,357	1,335	2%
	Delegation agreements & Grants		20,529	9,867	52%
	Financial interests (Fees & Charges)		65	138	-111%
	Parking and others (Fees & Charges)		334	428	-28%
	Parking and others (Subsidy)		180	231	-28%
	Services rendered against payment		144	50	65%
	Internal Assigned Revenue		755	336	55%
	TOTAL REVENUE (a)		171,554	155,449	9%
EXPENDITURE					
	<i>Title I: Staff</i>				
	Payments	-	95,718	94,485	1%
	Appropriations carried over	-	398	446	-12%
	<i>Title II: Administrative Expenses</i>				
	Payments	-	13,842	13,184	5%
	Appropriations carried over	-	7,150	6,398	11%
	<i>Title III: Operating Expenditure</i>				
	Payments	-	33,546	30,143	10%
	Appropriations carried over	-	15,638	16,915	-8%
	<i>Title IV: Earmarked projects</i>				
	Payments	-	10,537	7,535	28%
	Appropriations carried over	-	9,992	2,332	77%
	TOTAL EXPENDITURE (b)		186,820	171,439	8%
	Result before carry over not used		-15,265	-15,991	-5%
	Cancellation of unused payment appropriations carried over from previous year	+	414	134	68%
	Carry over C8		1,761	1,761	0%
	Adjustment of Assigned Revenue carried over	+	12,577	12,032	4%
	Exchange differences for the year (gain +/- loss -)	+/-	-39	-24	37%
	Result of the year		-552	-2,087	-278%
	Related to Subsidy Activities		140	660	-372%
	Related to Fees and Charges Activities		-692	-2,747	-297%
	Total		-552	-2,087	-278%
Accumulated surplus on Fees and Charges Activities					
	Accumulated surplus from previous year	+	52,194	54,942	-5%
	Adjustment of accumulated provision	+/-	-692	-2,747	-297%
	Accumulated Surplus		51,503	52,194	-1%

Budget transfers and amending budgets

52 transfers, totalling EUR 5 055 000, and one amending budget were carried out during 2019. The most significant transfers were:

- spending plans approved by the Executive Committee mainly for rulemaking activities and IT licences; and
- reallocations within the budget line for outsourcing of certification activities (3000) to cover changes of outsourcing demand.

All transfers made between titles respected the 10 % limits mentioned in the EASA Financial Regulation.

The first amending budget was adopted by the Management Board (MB) to reflect:

- the 2018 results related to certification activities;
- minor increases in revenue related to EASA's support to the Ministry of Infrastructure and Transport of the Hellenic Republic; and
- a DG CLIMA environmental study.

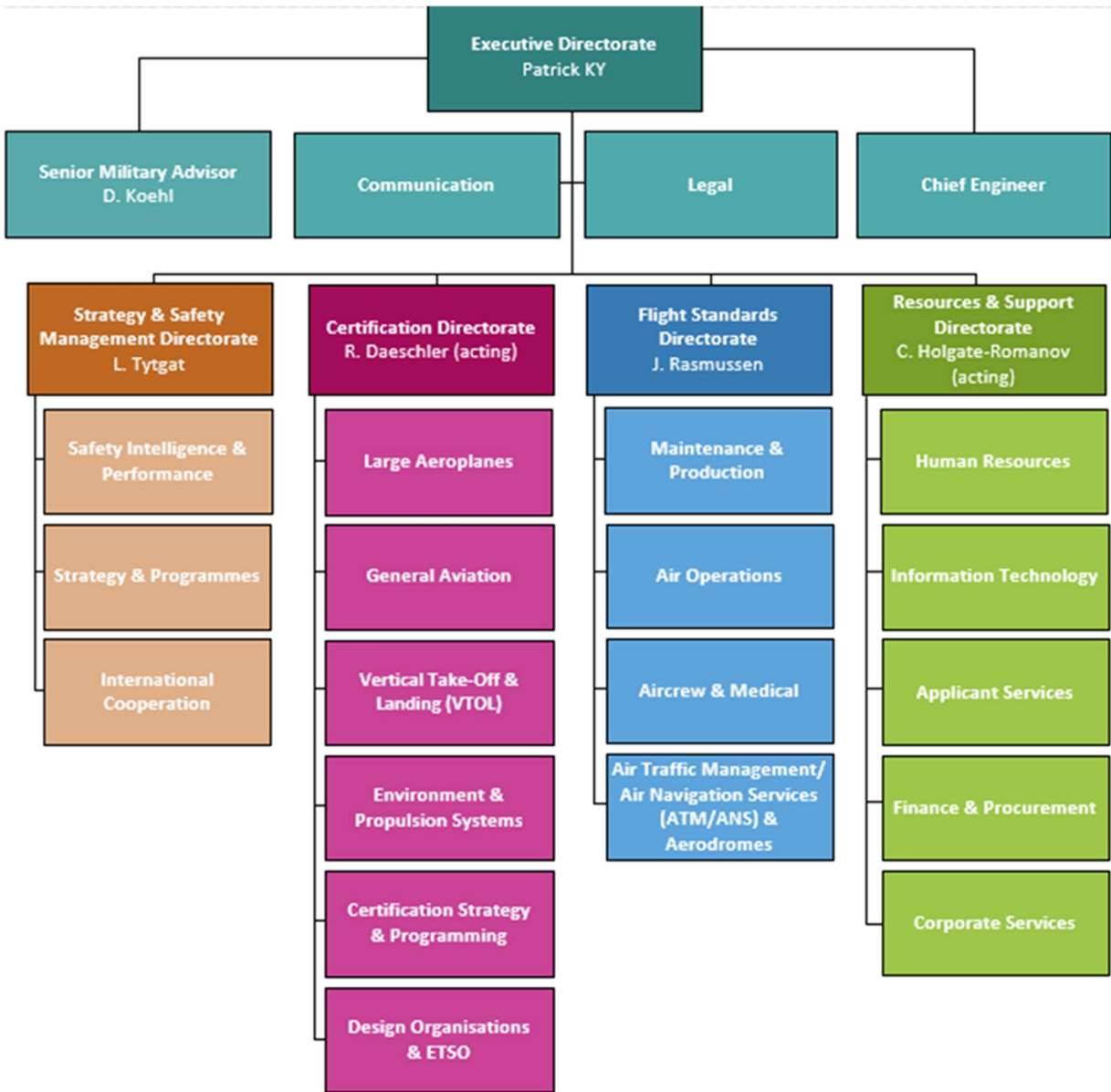


Late-payment interest

Late-payment interest paid in 2019 amounted to a total of EUR 16 000 (2018: EUR 4 000).



VI. Annex 3. Organisational Chart



EASA Organisation Chart (31.12.2019)



VI. Annex 4. Establishment plan and additional information on human resources management

Establishment Plan — EASA total

Temporary Agents Function group and grade	2019				2020	
	Authorised under the EU Budget		Actually filled as of 31.12.2019		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15		1		1		1
AD 14		29		2		25
AD 13		36		6		33
AD 12		68		22		66
AD 11		86		48		88
AD 10		108		76		110
AD 9		115		129		120
AD 8		78		118		78
AD 7		30		70		32
AD 6		11		49		11
AD 5		0		23		2
AD TOTAL		562		544²		566
AST 9		1		0		1
AST 8		4		1		3
AST 7		12		2		11
AST 6		29		15		27
AST 5		30		39		30
AST 4		24		29		25
AST 3		16		18		15
AST 2		2		7		2
AST 1		0		1		0
AST TOTAL		118		112		114
TOTAL		680		656		680

² 544 posts occupied, including 13 offer letters sent.



Establishment Plan — Fees & Charges

(Note: the split between funding is only indicative)

Fees & Charges: Function group and grade	2019				2020	
	Authorised under the EU Budget		Actually filled as of 31.12.2019		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15		1		1		1
AD 14		19		1		15
AD 13		24		4		24
AD 12		40		16		48
AD 11		56		40		69
AD 10		72		46		73
AD 9		82		74		67
AD 8		58		85		52
AD 7		22		54		25
AD 6		4		31		8
AD 5		0		15		1
AD TOTAL		378		367		383
AST 11						
AST 10						
AST 9		1		-		1
AST 8		2		1		1
AST 7		6		-		11
AST 6		14		6		10
AST 5		22		28		20
AST 4		16		17		17
AST 3		13		14		10
AST 2		2		4		1
AST 1		0		1		0
AST TOTAL		76		71		71
TOTAL		454		438		454



Establishment Plan — Subsidy

(Note: the split between funding is only indicative)

Subsidy: Function group and grade	2019				2020	
	Authorised under the EU Budget		Actually filled as of 31.12.2019		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15						
AD 14		10		1		10
AD 13		12		2		9
AD 12		28		6		18
AD 11		30		8		19
AD 10		36		30		37
AD 9		33		55		53
AD 8		20		33		26
AD 7		8		16		7
AD 6		7		18		3
AD 5		0		8		1
AD TOTAL		184		177		183
AST 11						
AST 10						
AST 9						
AST 8		2				2
AST 7		6		2		
AST 6		15		9		17
AST 5		8		11		10
AST 4		8		12		8
AST 3		3		4		5
AST 2		0		3		1
AST 1		0		0		0
AST TOTAL		42		41		43
TOTAL		226		218		226



Contract agents	Authorised 2019	Recruited as of 31.12.2019
Function Group IV	36	29
Function Group III	70	60
Function Group II		
Function Group I		
TOTAL	106	89³

Seconded National Experts	Authorised 2019	Recruited as of 31.12.2019
TOTAL	24	17

Key Functions

<i>Key functions (examples)</i>	<i>Type of contract (official, temporary agent (TA) or contract agent (CA))</i>	<i>Function group, grade of recruitment (or bottom of the brackets if published in brackets)</i>	<i>Indication whether the function is dedicated to administration, support, or policy (operational)</i>
CORE FUNCTIONS			
Director	TA Level 2	AD 12	Depending on the Directorate, operational in the aviation area, support in the administrative area, e.g.: Finance and Business Services Director (support), Certification Director (operational)
<i>Head of Department (please identify which level in the structure it corresponds to, taking the Director as level 1)</i>	TA Level 3	AD 9-AD 12 (depending on complexity, size, and responsibilities of the Department)	Depending on the Department, operational in the aviation area, support in the administrative area, e.g.: Head of Finance (support); Head of Product Department (operational)
<i>Head of Unit (please identify which level in the structure it corresponds to, taking the Director as level 1)</i>	N/a	N/a	N/a
<i>Head of Section (please identify which level in the structure it corresponds to, taking the Director as level 1)</i>	TA 'Section Manager'	AD 7-AD 10 (depending on complexity, size, and responsibilities of the Section)	Depending on the Section, operational in the aviation area, support in the administrative area

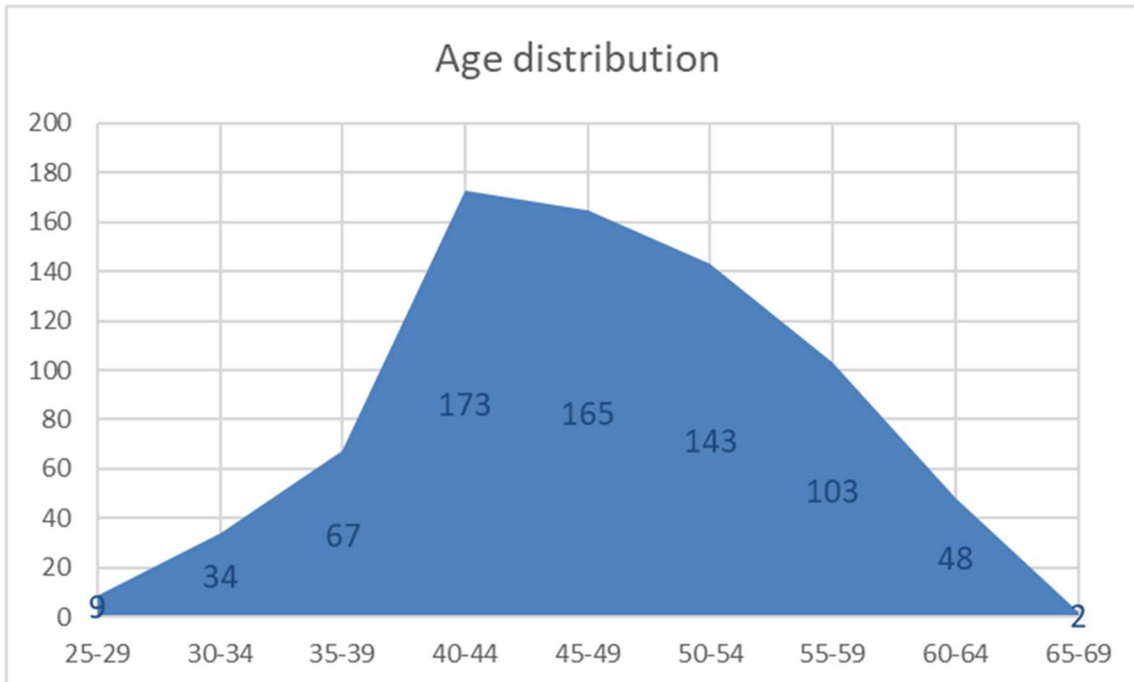
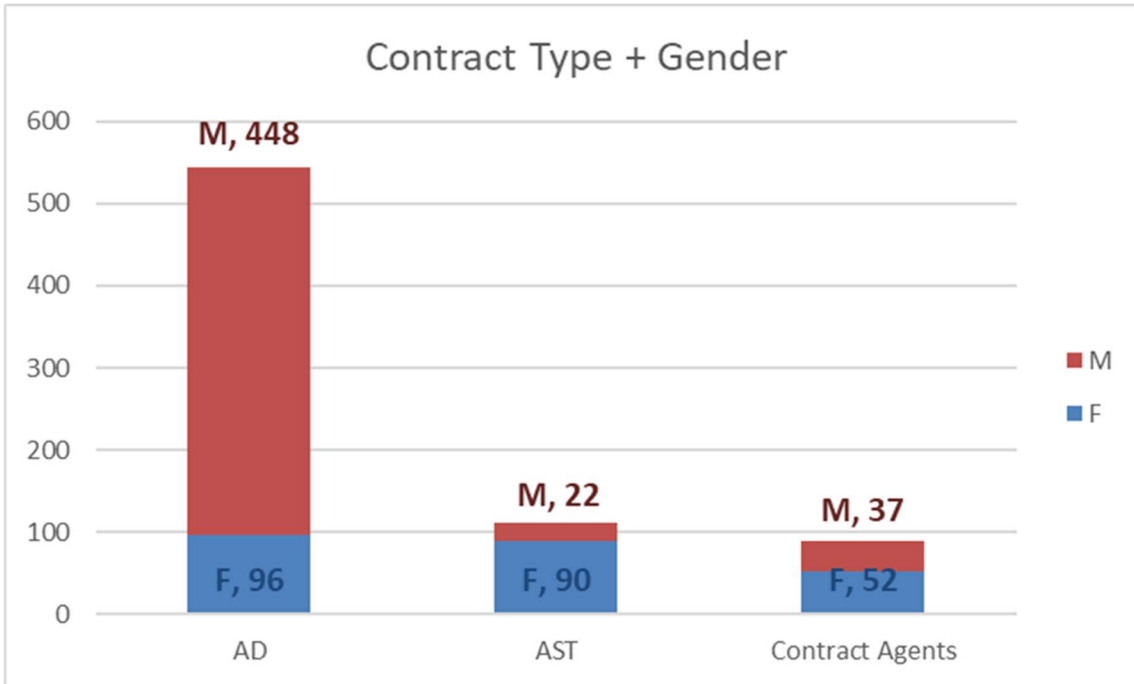
³ 85 posts occupied, including 3 offer letters sent.

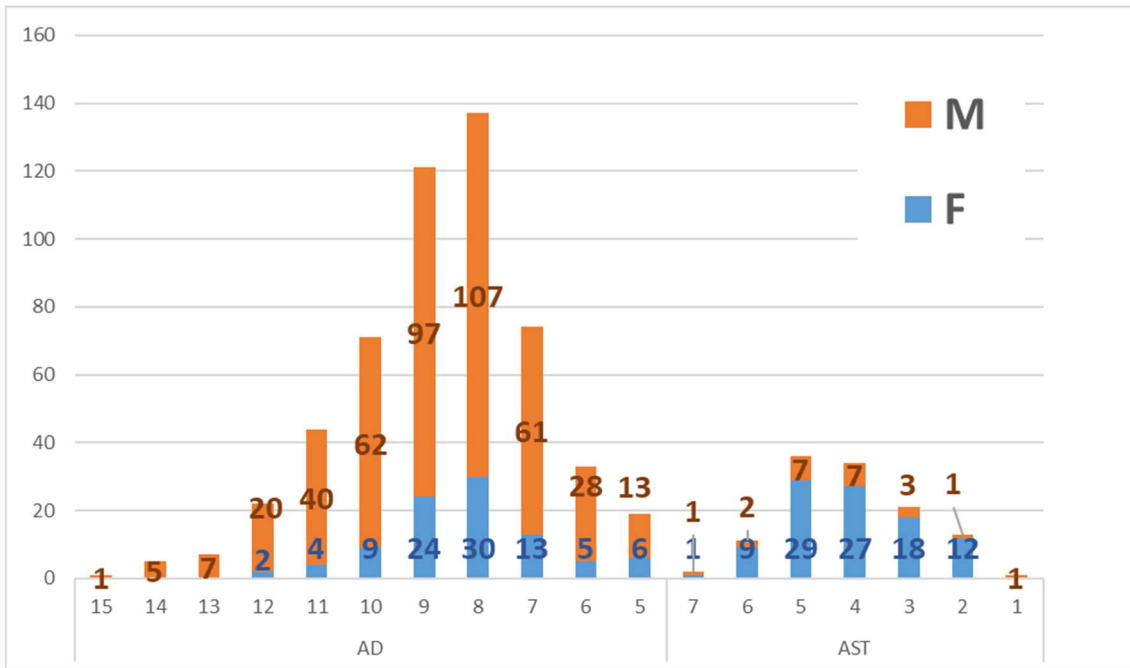
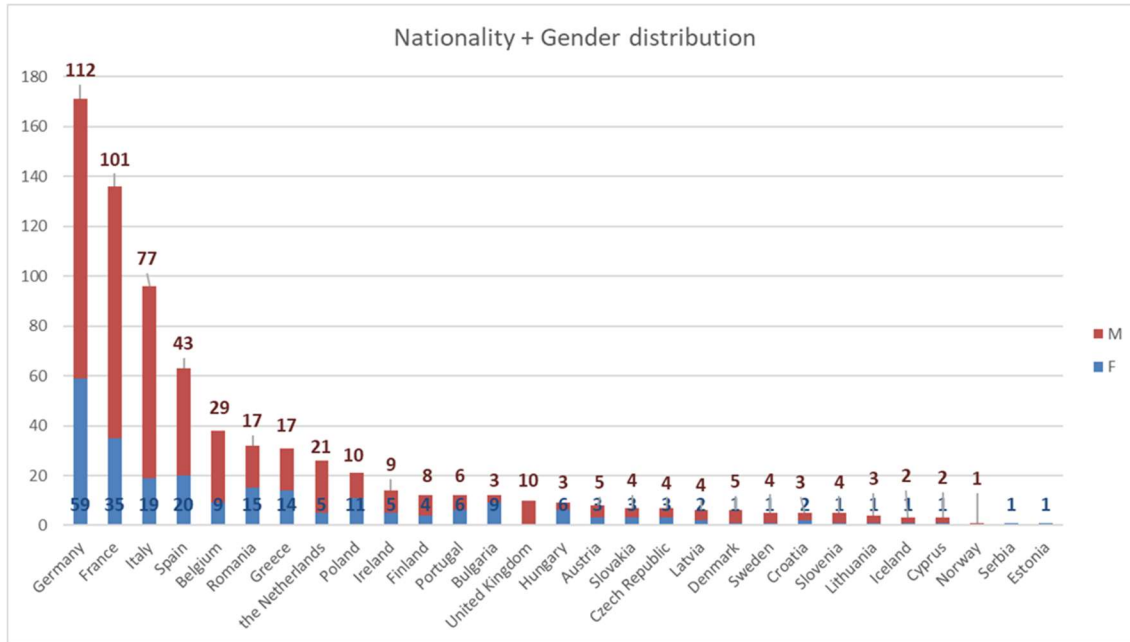


<i>corresponds to, taking the Director as level 1)</i>	Level 4 (excluded from management allowance)	responsibilities of the Section)	
<i>Senior Officer</i>	TA	AD 9-AD 10	Depending on the Section, operational in the aviation area, support in the administrative area
<i>Officer</i>	TA or CA IV	AD 6-AD 8	Depending on the Section, operational in the aviation area, support in the administrative area
<i>Junior Officer</i>	TA or CA IV	AD 5	Depending on the Section, operational in the aviation area, support in the administrative area
<i>Senior Assistant</i>	TA or CA III	AST 3	Depending on the Section, operational in the aviation area, support in the administrative area
<i>Junior Assistant</i>	TA or CA III	AST 1	Depending on the Section, operational in the aviation area, support in the administrative area
SUPPORT FUNCTIONS			
<i>Head of Administration</i>	TA	N/a	
<i>Head of Human Resources</i>	TA	AD 10	
<i>Head of Finance</i>	TA	AD 11	
<i>Head of Communication</i>	TA	AD 10	
<i>Head of IT</i>	TA	AD 11	
<i>Senior Officer</i>	TA	AD 9-AD 10	
<i>Officer</i>	TA	AD 6-AD 8	
<i>Junior Officer</i>	TA	AD 5	
<i>Webmaster-Editor</i>	TA	AD 7 ('Web Content Officer'/'Web Master')	
<i>Secretary</i>	TA	AST 1	
<i>Mail Clerk</i>	N/a	N/a	
SPECIAL FUNCTIONS			
<i>Data Protection Officer</i>	TA	AD 6	
<i>Accounting Officer</i>	TA	AD 10	
<i>Internal Auditor</i>	TA	AD 9	



Staffing distribution





Benchmark exercise

TOTAL

Job Type (subcategory)	Aggregated 2014	Aggregated 2015	Aggregated 2016	Aggregated 2017	Aggregated 2018
Administrative Support and Coordination	13.96 %	13.80 %	12.50 %	12.47 %	12.37 %
Administrative Support	11.26 %	10.60 %	10.20 %	10.28 %	9.95 %
Coordination	2.70 %	3.20 %	2.30 %	2.19 %	2.42 %
Operational	78.69 %	79.50 %	81.00 %	81.51 %	81.87 %
Top Level Operational Coordination	1.56 %	2.00 %	1.40 %	1.37 %	1.22 %
Programme Management & Implementation	48.86 %	47.60 %	50.30 %	52.46 %	54.38 %
Evaluation & Impact Assessment	10.90 %	11.60 %	11.60 %	11.00 %	11.91 %
General Operational	17.32 %	18.20 %	17.70 %	16.68 %	14.35 %
Neutral	7.30 %	6.70 %	6.40 %	6.02 %	5.76 %
Finance/Control	6.74 %	6.10 %	5.80 %	5.43 %	5.18 %
Linguistics	0.61 %	0.61 %	0.60 %	0.59 %	0.58 %

ONLY STATUTORY STAFF

Job Type (subcategory)	Aggregated 2016	Aggregated 2017	Aggregated 2018
Administrative Support and Coordination	9.70 %	9.10 %	8.91 %
Administrative Support	7.30 %	6.70 %	6.53 %
Coordination	2.50 %	2.40 %	2.38 %
Operational	83.80 %	84.80 %	85.10 %
Top Level Operational Coordination	1.50 %	1.50 %	1.34 %
Programme Management & Implementation	51.90 %	54.30 %	56.45 %
Evaluation & Impact Assessment	12.00 %	12.00 %	12.83 %
General Operational	18.30 %	17.10 %	14.48 %
Neutral	6.50 %	6.10 %	5.99 %
Finance/Control	6.00 %	5.70 %	5.48 %
Linguistics	0.50 %	0.40 %	0.51 %



VI. Annex 5. Human and financial resources by activity

Values in thousands of euros			Actual 2019
Fees & Charges activities	Product Certification	Revenue (incl. interest, parking and other revenues)	69 792
		Title 1	-48 965
		Title 2	-8 803
		Title 3 NAAs/QEs	-12 735
		Title 3	-5 369
		Title 4	p.m.
		Total	-6 079
	Organisation approvals	Revenue (incl. interest, parking and other revenues)	40 220
		Title 1	-18 268
		Title 2	-3 436
		Title 3 NAA/QE	-10 082
		Title 3	-3 048
		Title 4	p.m.
		Total	5 387
Total Fees & Charges			-692
Subsidy and other contributions		EU subsidy	37 643
		Third-country contribution	2 265
		Other income	311
	Third-country operators	Title 1	-2 149
		Title 2	-462
		Title 3	-130
		Title 4	p.m.
		Total	-2 742
	Standardisation	Title 1	-8 532
		Title 2	-1 660
		Title 3	-1 290
		Title 4	p.m.
		Total	-11 483
	SAFA	Title 1	-540
		Title 2	-111
		Title 3	-38
		Title 4	p.m.
		Total	-690
	Rulemaking	Title 1	-8 860
		Title 2	-2 457
		Title 3	-1 685
		Title 4	p.m.
		Total	-13 003
International cooperation	Title 1	-3 340	
	Title 2	-752	
	Title 3	-639	
	Title 4	p.m.	
	Total	-4 731	
Safety Intelligence & Performance	Title 1	-5 408	
	Title 2	-1 121	
	Title 3	-903	
	Title 4	p.m.	
	Total	-7 432	
Total subsidy and other contributions			140
Grand total			-552



Activity	2019 Staff*	of which allocated FTEs
Product certification	358	107
Organisation approvals	131	50
Third-country operators	19	5
Standardisation	69	17
EU ramp inspection programme	5	1
Rulemaking	84	21
International cooperation	40	5
Safety Intelligence & Performance	56	16
Total	762	222

* TAs, CAs and SNEs by 31.12.2019, including offer letters sent.



VI. Annex 6. Contribution, grants and Service Level Agreements (SLAs)

EASA managed an increasing number of projects/assignments on behalf of the European Commission (EC) (and occasionally other EU 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.

To implement such projects/ assignments, EASA has streamlined, and continues to streamline, a comprehensive framework for their management to ensure and optimise their efficient and effective processing, both technically and administratively.

The table below provides details of the ongoing projects/ assignments in 2019, which in most cases, also extend to the following years:

VI.6.1 (International) Technical Cooperation Projects

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION/OBJECTIVE	CONTRACT TYPE	DURATION	OVERALL BUDGET
EaP/CA (TRACECA III): EU-EaP/CA Aviation Project	DG-DEVCO ^[1]	Eastern-Europe, South-Caucasus and Central-Asia countries	<p>The overall objective of the project is to support the implementation of comprehensive civil-aviation agreements between the European Union (EU) and the Eastern Partnership (EaP) countries and to upgrade civil-aviation safety and security standards in central Asia. The expected results are:</p> <ol style="list-style-type: none"> (1) EaP countries (Armenia, Azerbaijan, Georgia, Moldova, and Ukraine) will have their capacity reinforced to fulfil the international civil-aviation obligations, as well as the beneficiaries that have signed a comprehensive civil-aviation agreement with the EU (or beneficiaries of agreements for which negotiations are planned or in progress) will have implemented the measures provided for in the European Common Aviation Area (ECAA) agreements; and (2) Central-Asia countries (Kazakhstan, Kirgizstan, Tajikistan, and Uzbekistan) and Belarus will have their capacity reinforced to fulfil the international civil-aviation obligations of aviation safety and security (air cargo). 	GRANT	2016-2019	EUR 5 million
EU CHINA: EU-China Aviation Partnership Project	FPI ^[3]	China	<p>The overall objective is to complement and reinforce EU aviation interests in China through a closer and intensified EU-China aviation dialogue and technical cooperation/technical exchanges in the context of the EU external aviation policy, thereby promoting the EU aviation industry in a key growth market, contributing <i>inter alia</i> to a continued high level of aviation safety.</p> <p>The expected results are:</p> <ol style="list-style-type: none"> (1) closer dialogue between Chinese and EU authorities on aviation matters; (2) increased awareness among the Chinese aviation community, especially the Chinese administration, about EU aviation expertise. (3) reduced market access obstacles for EU industry in China; and 	DELEGATION	2015-2019	EUR 10 million



			(4) improved environmental performance of the Chinese aviation sector.			
UKRAINE: EASA-SAAU Airworthiness Convergence Project	DG-DEVCO ^[1] — EU Delegation to Ukraine	Ukraine	The overall objective of this project is to facilitate preparations for the implementation of the respective provisions stemming from the European Common Aviation Area Agreement (CAA Agreement) between the EU and Ukraine, the Working Arrangement (WA) between the State Aviation Administration of Ukraine (SAAU) and EASA, as well as the Arrangement between SAAU and the European Commission (EC) on the convergence of the Ukrainian initial and continuing airworthiness and maintenance certification system with the applicable EU requirements.	GRANT	2017-2019	EUR 1 million
CAAT Support Project	Civil Aviation Authority of Thailand (CAAT)	Thailand	The objectives of this project are to support the CAAT in resolving its safety oversight concerns and to assist its transition towards EU-based regulations.	SERVICE (Technical Advice Contract)	2017-2019	EUR 2.5 million
AfDB- ECCAS: PASTA-CO- ECCAS and WAEMU	ECCAS ^[5] & WAEMU (West African Economic and Monetary Union)	ECCAS and WEMU	The overall objective of the project is to support the Regional Safety Oversight Organisation (RSOO) called ACSAC by assisting in: <ul style="list-style-type: none"> • developing aviation safety regulations for the region; • managing safety data; and • delivering training to the regional and national experts. The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Project d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).	GRANT	2018-2020	EUR 1.7 million
IPA 4: EASA Programme on Aviation Safety 4	DG-NEAR ^[2]	Western Balkan (WB) Region & Turkey	Continuation of technical support and assistance in aviation for the WB countries and Turkey.	GRANT	2017-2019	EUR 290 000
ASSP II (ZAMBIA II): Aviation Sector Support Programme for Zambia	DG-DEVCO ^[1] / EU Delegation to Zambia	Zambia	The purpose of this project is to support the CAA of Zambia under the EDF11 Aviation Sector Support Programme.	DELEGATION	2017-2021	EUR 1.8 million



EU-SOUTH EAST ASIA: EU-South East Asia Aviation Partnership Project	FPI ^[3]	ASEAN region ^[6]	<p>The overall objective of the project is to contribute to the development of EU aviation interests in South East Asia to create a more compatible and open market for the EU aviation industry. This should be achieved by promoting EU aviation policies, standards, and technology, which will also provide for a higher level of aviation safety and environmental standards in the region. The expected results are:</p> <ol style="list-style-type: none"> (1) greater convergence towards EU regulations and best practice; (2) a higher common level standard of safety and environmental protection; (3) enhanced dialogue and stronger institutional links with key regional actors; and (4) greater market penetration into South East Asia by EU industry. 	DELEGATION	2017-2021	EUR 7.5 million
ARISE PLUS (AATIP II): ARISE Plus/ ASEAN Air Transport Component	DG-DEVCO ^[1] EU Delegation to Thailand	ASEAN region ^[6]	<p>The overall objective of the project is to support the further development of the ASEAN Single Aviation Market (ASAM) and raise awareness. It should further strengthen the ASEAN Member State capacities and the national ASEAN Member State ATM systems by supporting development and implementation of an ASEAN Air Traffic Management Master Plan.</p> <p>This project will also address environmental protection issues, enhance the air transport market, and support the conclusion of an EU-ASEAN comprehensive agreement.</p>	DELEGATION	2017-2021	EUR 5 million
EU-LATIN AMERICA (LATAM): EU-Latin America Civil Aviation Project	FPI ^[3] — EU Delegation to Brazil	<p>At bilateral level: Argentina, Brazil, Chile, Colombia, and Mexico.</p> <p>At regional level: SRVSOP and ACSA to coordinate and disseminate the results to the whole region (South and Central America). Caribbean region may also be covered.</p>	<p>The overall objective of the project is to strengthen regulatory cooperation and provide market access and a secure environment for economic partnership in civil aviation between the European Union and Latin America.</p> <p>Objective 1: Deepen the dialogued between Latin American and EU authorities on aviation regulation and the environment, and reduce barriers (such as safety oversight problems or ATM capacity) that hamper EU-Latin America business development.</p> <p>Objective 2: Develop an enhanced partnership between Latin American and EU aviation industry.</p> <p>Objective 3: Use EU experience to improve airport infrastructure and ATM capacity at national and regional level.</p> <p>Objective 4: Develop long-term and sustainable cooperation and partnership between EU and Latin American educational institutions and create a sustainable platform for education programmes.</p> <p>Objective 5: Enhance the Latin American regional regulatory harmonisation process, initiated under ACSA in Central America and under SRVSOP in South America.</p>	DELEGATION	2017-2021	EUR 7 million
EU-ASA: EU-Africa Safety in Aviation Project	DG-DEVCO ^[1]	Sub-Saharan states	<p>The objective of this project is to support the sub-Saharan states to improve their implementation of ICAO safety standards through regulation development activities, training, and workshop sessions. The programme also supports Regional Safety Oversight Organisations (RSOOs) in Africa.</p>	DELEGATION	2019-2021	EUR 5m million



SAFETY LIST III: EU Safety List Service Framework Contract	DG-MOVE ^[4]	N/a	Provide expertise and technical assistance in the framework of Regulation (EC) No 2111/2005 'on the establishment of a Community list of air carriers subject to an operating ban within the Community and on informing air transport passengers of the identity of the operating air carrier [...]'.	SERVICE	2017-2021	EUR 800 000
CEMAC 2 (Programme d'appui à la gouvernance des infrastructures régionales et nationales en Afrique centrale (PAGIRN)): Assistance Programme for Commerce and Economic Integration (PACIE)	DG-MOVE ^[4]	ECCAS ^[5]	The CEMAC project is carried out in the framework of PACIE for the Central African States. One objective of the project is to ease the integration of those states into the world economy and promote their economic growth to reduce poverty. Within this framework, another objective of the CEMAC project is to contribute to the prevention and reduction of civil aviation incidents and accidents.	CONTRIBUTION	2019-2022	EUR 1.7 million
CORSIA AFRICA (Carbon Offsetting and Reduction Scheme for International Aviation)	DG-DEVCO ^[5]	Western/ Central Africa: Benin, Burkina Faso, Ivory Coast, Gabon, Guinea Bissau, Mali, Mauritania, Niger, Nigeria, Senegal, and Togo South/East Africa: Botswana, Comoros, Kenya, Madagascar, Tanzania, and Zambia Caribbean: Trinidad & Tobago, Barbados	Build capacity to mitigate CO ₂ emissions from international aviation in Africa and the Caribbean (Phase II).	CONTRIBUTION	2019-2022	EUR 6.5 million
EU-SEA CCCA (EU-South East Asia Cooperation on Mitigating Climate Change Impact from Civil Aviation) (CORSIA ASEAN)	FPI EU Delegation to Thailand	Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam	EU-South East Asia Cooperation to mitigate aviation environmental and climate change impacts from civil aviation.	CONTRIBUTION	2019-2022	EUR 4 million

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

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

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



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

^[5] **ECCAS:** Economic Community of Central African States.

^[6] **ASEAN (Association of Southeast Asian Nations):** Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam.

VI.6.2 Safety Intelligence Projects

PROJECT	CONTRACTING PARTY	DESCRIPTION/OBJECTIVE	TYPE OF CONTRACT	DURATION	OVERALL BUDGET
Data4Safety (D4S) Programme	DG-MOVE ^[1]	<p>Second grant: additional funding to support the D4S Programme (ref Grant Agreement No MOVE/E4/SUB/CEF/PSA/2019-39/SI2.807751):</p> <ul style="list-style-type: none"> to expand the scope of safety data to the Big Data Programme; and to develop ECCAIRS 2.0 	GRANT AGREEMENT	2019-2022	EUR 5 million

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

VI.6.3 Research Projects

PROJECT	CONTRACTING PARTY	DESCRIPTION/OBJECTIVE	TYPE OF CONTRACT	DURATION	OVERALL BUDGET
DESIRE Project	BMBF (<i>Bundesministerium für Bildung und Forschung</i>)	<i>Technische Hochschule Ingolstadt</i> will perform and evaluate the effects of unmanned aircraft system (UAS) strikes to aircraft structures by analytical and experimental means. EASA will contribute to the Project by providing a regulator's view on the project's work with regard to aviation safety and environmental protection, certification standards and regulations, as well as the acceptability of innovative multifunctional structures.	COOPERATION AGREEMENT	2019-2021	EUR 17 000
RUMBLE Project	Consortium leader for EU grant awarded by INEA ^[1]	Develop new standards for supersonic flights (noise limits).	COOPERATION AGREEMENT	2017-2019	EUR 45 000
ICARe Project	INEA ^[1]	Develop a research cooperation platform for aviation with third countries (US, China, Japan, Canada, Korea, Russia).	GRANT AGREEMENT	2017-2019	EUR 80 000
ACASIAS Project	INEA ^[1]	Develop advanced concepts for aero structures with multifunctional capabilities, i.e. embed sensors and antennas into typical structures of aircraft (e.g. fuselage panels, winglets, and tails).	COOPERATION AGREEMENT	2017-2019	EUR 15 000
MAHEPA PVS Project	Consortium leader for EU grant awarded by INEA ^[1]	Use a 'Modular Approach to Hybrid Electric Propulsion Architecture (MAHEPA)'.	COOPERATION AGREEMENT	2017-2021	EUR 120 000
OPTICS2 Project	INEA ^[1]	Create an observatory of safety and security research for aviation.	GRANT AGREEMENT	2017-2021	EUR 140 000



PROJECT	CONTRACTING PARTY	DESCRIPTION/OBJECTIVE	TYPE OF CONTRACT	DURATION	OVERALL BUDGET
Engage Project	SESAR JU ^[2]	Organise networking actions to improve the linkage between research centres, industry, and service providers with regard to exploratory research, operational needs, and transport policy.	GRANT AGREEMENT	2017-2021	EUR 37 000
Music-haic Project	INEA	Develop simulation tools for airframe/engine icing tests (ice crystals), which would be easier to configure and run, permitting substantial gains in development costs and allowing more design choices to be explored and de-risked.	COOPERATION AGREEMENT	2018-2022	EUR 22 000
ICE GENESIS Project	INEA	ICE GENESIS will provide the EU aeronautical industry with a validated new generation of 3D icing engineering tools (numerical simulation tools and upgraded test capabilities), which address App C, O, and snow conditions, for safe, efficient, right first time, and cost-effective design and certification of future regional, business, and large aircraft, rotorcraft, and engines. ICE GENESIS will allow weather hazards to be more precisely evaluated and properly mitigated thanks to adapted design or optimised protection through either active or passive means. Furthermore, ICE GENESIS will pave the way for 3D digital tools to be used in the future as acceptable means of compliance (AMC) by the competent authorities. Overall, ICE GENESIS will contribute to flight safety, reduced certification costs, and increased operability.	COOPERATION AGREEMENT	2019-2022	EUR 48 000
SAFEMODE Project	INEA	Strengthen synergies between aviation and the maritime sector in the area of human factors to achieve a more efficient and resilient mode of transportation.	COOPERATION AGREEMENT	2019-2022	EUR 77 000
AVIATOR Project	INEA	AVIATOR will use a multilevel measurement, modelling, and assessment approach to develop an improved description and quantification of relevant aircraft engine emissions, and their impact on air quality in and around airports under different climatic conditions.	COOPERATION AGREEMENT	2019-2022	EUR 70 000
FMCD Project	INEA	SAAB AKTIEBOLAG is developing a new locking and latching mechanism for cargo doors. EASA will contribute to this Project by providing a regulator's view on the project's work with regard to aviation safety and environmental protection, certification standards and regulations, as well as the acceptability of innovative multifunctional structures.	COOPERATION AGREEMENT	2019-2022	EUR 25 000
ROCS Project	INEA	The objective of the project is to define guidelines for generating rotorcraft certification data through flight simulation. Another objective is to define, in collaboration with industry and regulators, the characteristics that a virtual environment must have to demonstrate compliance with airworthiness standards, in a safer, more economical, and more effective way than what could be achieved through current flight test procedures.	COOPERATION AGREEMENT	2019-2022	EUR 93 000
SENS4ICE Project	INEA	Develop detection systems (active-passive).	COOPERATION AGREEMENT	2019-2023	EUR 33 000



PROJECT	CONTRACTING PARTY	DESCRIPTION/OBJECTIVE	TYPE OF CONTRACT	DURATION	OVERALL BUDGET
CERTEST Project	EPSRC ^[4]	Enable lighter, more cost- and fuel-efficient composite aerostructures by providing the scientific foundations for a new approach to integrated high-fidelity structural testing, multiscale modelling, and 3D product quantification, based on Bayesian learning and statistical design of experiments (DoE), incorporating understanding of design features in structural lengths scales.	COOPERATION AGREEMENT	2019-2024	EUR 30 000
REMAP Project	INEA	Develop an open-source solution for aircraft maintenance, the Integrated Fleet Health Management (IFHM) system, by replacing fixed-interval inspections with adaptive condition-based interventions.	COOPERATION AGREEMENT	2018-2022	EUR 45 000
TRANSCEND Project	CSJU ^[5]	TRANSCEND provides an assessment of the environmental impact at aircraft and air transport levels of alternative energy sources and novel propulsion technology for aircraft with entry-into-service before 2050. The alternative energy sources and novel propulsion technologies are considered separately and in combination, complementary to the technologies developed in Clean Sky 2. In addition, TRANSCEND provides a technology readiness level (TRL)-based technology road map for promising propulsion technologies as well as a road map on the availability and economic viability of the associated alternative energy sources.	COOPERATION AGREEMENT	2019-2022	EUR 6 000

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

^[2] **SESAR JU:** European Commission Single European Sky ATM Research Joint Undertaking

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

^[4] **EPSRC:** Engineering and Physical Sciences Research Council

^[5] **CSJU:** Clean Sky Joint Undertaking

VI.6.4 Environmental Protection

PROJECT	CONTRACTING PARTY	DESCRIPTION/OBJECTIVE	TYPE OF CONTRACT	DURATION	OVERALL BUDGET
DG CLIMA technical and policy advice	DG-CLIMA ^[1]	Support the development and adoption of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) package, including providing technical advice and policy support to DG CLIMA.	COOPERATION AGREEMENT (SERVICE CONTRACT)	MARCH 2018- MARCH 2019	EUR 50 000

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

VI. Annex 7. Environment management on operations

In 2016, EASA moved to a DGNB-gold-certified building (German Sustainable Building Council), with *inter alia* the following technical features: well water cooling, centralised ventilation with heat



recovery, CAT-2+-certified Data Centre with approximately 85 % non-active cooling, LED lights in conference areas, e-chargers for cars and e-bikes.

The building, located at the main Cologne public transportation hub, optimises the use of energy and water consumption, and has centralised waste collection points for team spaces. EASA purchases and uses 100 % renewable energy. EASA implemented the Green Public Procurement (GPP) tool for the selection of contractors, and has measures in place to reduce the consumption of paper and office supplies. Fresh/on-demand cooking is offered in our canteen, with a focus on local products, the reduction of disposables, and a minimised use of plastic and disposable containers. EASA encourages cycling and the use of public transport by subsidising the transport ticket and by offering flexible working time as well as teleworking. EASA has invested and continues to invest in videoconference facilities as an incentive to reduce business travel. Since the end of 2018, all staff have related WebEx licences.

EASA travel policy encourages the use of public transport as much as possible, for both long-distance (train instead of car) and short trips (local transport instead of taxi or car). In general, for trips up to 800 km, where feasible, train travel is the preferred means of transport. EASA participates in the *Deutsche Bahn* business customers' programme, which ensures that all energy used for business travel is derived from renewable sources.



VI. Annex 8. Final annual accounts (in thousands of euros)

VI.8.1 Balance Sheet

<u>ASSETS</u>	Note	31 Dec 19	31 Dec 18
NON-CURRENT ASSETS	3.2		
<i>Intangible fixed assets</i>	3.2.1		
Computer software		3 186	2 661
Intangible under construction		1 600	1 381
<i>Tangible fixed assets</i>	3.2.1		
Computer hardware		813	1 279
Furnitur		7 762	8 194
Other fixture and fittings		51	38
Total		13 411	13 553
CURRENT ASSETS	3.3		
Current receivables	3.3.1	7 393	7 046
Sundry receivables	3.3.2	263	239
Accrued revenues	3.3.3	6 263	6 258
Prepaid expenses	3.3.4	3 306	3 185
Cash and equivalents	3.3.5	97 126	88 704
Total		114 352	105 431
TOTAL ASSETS		127 763	118 984
<u>LIABILITIES</u>			
NON-CURRENT LIABILITIES	3.4		
EU entities long-term		241	825
Total		241	825
CURRENT LIABILITIES	3.5		
Deferred revenues	3.3.3	35 069	33 260
Current payables general	3.5.1	22 376	21 001
EU entities short-term	3.5.2	18 568	10 626
Non-EU entities short-term	3.5.3	342	87
Total		76 355	64 973
TOTAL LIABILITIES		76 596	65 798
<u>NET ASSETS</u>			
Surplus (deficit) forwarded from previous years		53 186	54 220
Net surplus (deficit) for the period		(2 019)	(1 034)
TOTAL NET ASSETS		51 167	53 186



VI.8.2 Statement of financial performance (SFP)

	Note	2019	2018
OPERATING REVENUE	3.6		
Fees and charges	3.6.1	107 882	104 085
Contribution from EU entities	3.6.2	51 103	47 877
Contribution from non-EU entities	3.6.3	420	104
Recovery of expenses	3.6.4	1 287	1 007
Contribution from EFTA ^[1] countries	3.6.5	1 361	1 335
TOTAL OPERATING REVENUE		162 054	154 409
OPERATING EXPENSES	3.7		
Staff expenses	3.7.1	(95 836)	(94 146)
Buildings and related expenses	3.7.2	(9 614)	(9 560)
Other expenses	3.7.3	(9 336)	(7 507)
Depreciation and write-offs	3.7.4	(2 569)	(2 536)
Outsourcing and contracting activities	3.7.5	(46 662)	(41 710)
TOTAL OPERATING EXPENSES		(164 017)	(155 458)
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES		(1 964)	(1 050)
NON-OPERATING REVENUES (EXPENSES)	3.8		
Interests received from third parties		70	80
Interests and charges paid to third parties		(125)	(64)
SURPLUS/(DEFICIT) FROM NON-OPERATING ACTIVITIES		(55)	16
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES		(2 019)	(1 034)
SURPLUS/(DEFICIT) FROM EXTRAORDINARY ITEMS		-	-
NET SURPLUS FOR THE PERIOD		(2 019)	(1 034)

^[1] EFTA: European Free Trade Association



VI. Annex 9. EASA Management Board Members

The EASA Management Board (MB) brings together representatives of the Member States and the European Commission. The MB is responsible for defining EASA's priorities, establishing the budget, and monitoring EASA's operation.

The MB met three times in 2019.

Composition⁴

Members with voting rights	European Commission (2 votes) and European Member States (1 vote each)
Members without voting rights	Norway, Liechtenstein, Iceland, Switzerland
Observers	Albania, Bosnia and Herzegovina, North Macedonia, Montenegro, Serbia, Georgia, and Moldova

The Stakeholder Advisory Body (SAB) participates also in the MB meetings as an observer.

Chair of the MB	Deputy Chair of the MB
Mr Pekka HENTTU (Finland) was replaced in December 2019 by Mr Piotr SAMSON (Poland)	Mr Rob HUYSER (the Netherlands) was replaced in December 2019 by Mr Johann Friedrich COLSMAN (Germany)

The members of the MB are:

Country	Member
Austria	Ms Elisabeth LANDRICHTER Bundesministerium für Verkehr, Innovation und Technologie
Belgium	Mr Patrick VANHEYTE Directeur Général a.i. Service Public Fédéral Mobilité et Transport Direction Générale Transport Aérien
Bulgaria	Mr Stanimir LESHEV Director General Civil Aviation Administration

⁴ EASA MB Members as of December 2019. A detailed list of EASA MB Members is available on the EASA website: <http://www.easa.europa.eu/the-agency/management-board/members>.



Country	Member
Croatia	<p>Mr Jure ŠARIĆ Assistant Minister for Civil Aviation Electronic Communications and Postal Services Ministry of Maritime Affairs, Transport and Infrastructure</p>
Cyprus	<p>Ms Panayiota GEORGIU-DEMETRIOU Director Department of Civil Aviation Ministry of Communications and Works</p>
Czech Republic	<p>Mr David JÁGR Director Civil Aviation Authority of the Czech Republic</p>
Denmark	<p>Mr Kåre CLEMMESSEN Deputy Director General Danish Transport and Construction Agency</p>
Estonia	<p>Mr Rait KALDA Director General Estonian Civil Aviation Administration</p>
Finland	<p>Mr Jari PÖNTINEN Director General Civil Aviation, Finnish Transport Agency (TraFi)</p>
France	<p>Mr Patrick CIPRIANI Directeur de la sécurité de l'aviation civile (DGAC/DSAC)</p>
Germany	<p>Mr Johann Friedrich COLSMAN Director General Federal Ministry of Transport and Digital Infrastructure</p>
Greece	<p>Mr Georgios I. DRITSAKOS Governor of Hellenic Civil Aviation Authority</p>
Hungary	<p>Mr Gyula GYORI Director General of Civil Aviation Ministry of Innovation and Technology</p>



Country	Member
Iceland	<p>Mr Einar Orn HEDINSSON Director of Operation and Certificates, Deputy Director General of Civil Aviation The Icelandic Transport Authority</p>
Ireland	<p>Mr Fintan TOWEY Director General for Civil Aviation Department of Transport, Tourism and Sport</p>
Italy	<p>Dott. Alessio QUARANTA Director General Ente Nazionale per l'Aviazione Civile (ENAC)</p>
Latvia	<p>Mr Maris GORODCOVS Director General of Civil Aviation Civil Aviation Agency Ministry of Transport</p>
Liechtenstein	<p>Mrs Kerstin FITZ-GAHAN Office of Building and Infrastructure Division Civil Aviation</p>
Lithuania	<p>Ms Goda BRAŽYTĖ-BALČIŪNĖ Director of Transport Competence Agency</p>
Luxembourg	<p>Mr Pierre JAEGER Directeur de l'Aviation Civile Direction de l'Aviation Civile</p>
Malta	<p>Capt. Charles PACE Director General for Civil Aviation Transport Malta Civil Aviation Directorate</p>
The Netherlands	<p>Mr Jaco STREMLER Director Aviation Affairs Ministry of Infrastructure and Water Management</p>
Norway	<p>Mr Lars KOBBERSTAD Director General Civil Aviation Authority</p>



Country	Member
Poland	Mr Piotr SAMSON Director General of Civil Aviation Civil Aviation Authority
Portugal	Mr Luís Miguel SILVA RIBEIRO Chairman of the Board of Directors Agência Nacional de Aviação Civil (ANAC)
Romania	Mr Armand PETRESCU Director General Romanian Civil Aeronautical Authority (RCAA)
Slovak Republic	Mr Ján BREJA Director Civil Aviation Authority
Slovenia	Mr Alojz KRAPEZ Head of Aviation Division Directorate of Civil Aviation Ministry of Infrastructure and Spatial Planning
Spain	Ms Isabel MAESTRE Director of AESA Agencia Estatal de Seguridad Aérea (AESA)
Sweden	Mr Gunnar LJUNGBERG Civil Aviation and Maritime Director Swedish Transport Agency
Switzerland	Mr Christian HEGNER Director General Federal Office for Civil Aviation (FOCA)
United Kingdom	Mr Mark SWAN Group Director Safety and Airspace Regulation Civil Aviation Authority



Country	Member
European Commission	<p data-bbox="678 309 938 338">Mr Henrik HOLOLEI</p> <p data-bbox="678 360 898 389">Director-General</p> <p data-bbox="678 412 1404 441">Directorate-General for Mobility and Transport (DG MOVE)</p> <p data-bbox="678 463 976 492">Mr Joachim LUECKING</p> <p data-bbox="678 515 842 544">Head of Unit</p> <p data-bbox="678 566 874 595">Aviation Safety</p> <p data-bbox="678 618 1404 647">Directorate-General for Mobility and Transport (DG MOVE)</p>



VI. Annex 10. List of abbreviations

Abbreviation	Explanation
AD	Airworthiness directive
ANS	Air navigation services
ATM	Air traffic management
BASA	Bilateral Aviation Safety Agreement
BIS	Best intervention strategy
BOB	Bilateral Oversight Board
BR	Basic Regulation (Regulation (EU) 2018/1139)
BPM	Business process management
CA	Contract agents
CAAC	Civil Aviation Administration of China
CAW	Continuing airworthiness
CMP	Continuous monitoring programme
CoI	Conflict of interest
CS	Certification specifications
CTIG	Common Training Initiative Group
DOA	Design organisation approval
D4S	Data for Safety Programme
EASA	European Union Aviation Safety Agency
EC	European Commission
ECAA	European Common Aviation Area
ECAC	European Civil Aviation Conference
ECQB	European Central Question Bank
EPAS	European Plan for Aviation Safety
ETSO	European Technical Standard Order
EU	European Union
FAA	Federal Aviation Administration
FCL	Flight crew licensing
GA	General Aviation
ICAO	International Civil Aviation Organization
IMS	Integrated management system
IORS	Internal occurrence reporting system
IR	Implementing rule
JCAB	Japan Civil Aviation Bureau
KPI	Key performance indicator
MB	Management Board
MS	Member State
NAA	National aviation authority



NPA	Notice of proposed amendment
OSD	Operational suitability data
QE	Qualified entity
RAG	Red amber green
RMT	Rulemaking task
RSOO	Regional Safety Oversight Organisation
SAFA	Safety assessment of foreign aircraft
SARP	Standards and Recommended Practices
SBAS	Satellite-based augmentation systems
SESAR	Single European Sky ATM Research
SIB	Safety information bulletin
SMS	Safety management system
SNE	Seconded national expert
SPD	Single programming document
TA	Temporary agents
TCO	Third-country operator
TIP	Technical implementation procedure
TOR	Terms of reference
UA	Unmanned aircraft
UAS	Unmanned aircraft system
WA	Working arrangement



