



# Single Programming Document (SPD) **2022-2024**



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**WP13c:**  
**EASA Single Programming Document (SPD) 2022-2024**

**Summary:**

This document presents the Single Programming Document (SPD) 2022-2024.

**Actions taken:**

The Management Board is invited to take note of the content of this document and adopt the SPD 2022-2024, comprising the 2022 Work Programme, Budget and Establishment Plan.

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# Foreword

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Safety is at the root of everything we do at EASA. We have built strong and robust safety management systems and we continuously invest in improving our core processes to ensure that our safety record remains strong.

The COVID-19 health crisis changed the landscape, bringing more attention on health and security risks and creating a much stronger focus on environmental protection and the sustainability of the aviation sector. The sudden, sharp shock to aviation from the crisis, and managing the lingering uncertainty created by the pandemic, has been an unprecedented challenge. But the crisis also created opportunities – it accelerated innovation and digitalisation and modernised the way we work and interact with each other. The EU Aviation industry advanced new products and services (such as clean technology solutions, robotics and advanced materials) and we at EASA are consistently evolving to allow us to accompany and guide these developments. As a regulator we play a central role in setting proportionate rules and swiftly implementing new standards, without compromising on safety, so that the aviation industry can keep the pace of innovation and maintain its competitiveness.

Last year we introduced a revised strategy to incorporate crisis recovery, address emerging safety threats and seek measures to build more agility and resilience into the EASA system. This ensures that we can best support the needs of the Member States and the European aviation industry through the crisis and in the future.

The following four key drivers underpin our strategy for the next years: **safety, environment, competitiveness and resilience**. We aim to build on this strategy by:

- continuing to deliver a high level of safety and environmental protection,
- laying the right foundation for the future of our skies – through dedicated programmes on the Environment/Sustainable Aviation, Drones & Urban Air Mobility (UAM) and ATM/ANS (Single European Skies),
- increasing resilience, through investments on priorities such as digitalisation, health and security, and,
- building on our partnerships with the member states & industry, while strengthening international cooperation.

I repeat one of my key messages from last year's Single Programming Document (SPD). The goal for EASA in the coming years will be to ensure that the European aviation industry not only survives the pandemic, but emerges from it ***“stronger, greener and better prepared for the future”***.

**Patrick Ky**  
Executive Director

# List of Acronyms

Acronym	Explanation
ANS	Air Navigation Services
ATM	Air Traffic Management
ATC	ATM/ANS Coordination Programme
AWP	Annual Work Programme
BASA	Bilateral Aviation Safety Agreement
BR	Basic Regulation
BREXIT	UK withdrawal from the EU
CA	Contract Agents
CAAC	Civil Aviation Administration of China
CAEP	Aviation Environmental Protection
CAW	Continuing Airworthiness
Col	Conflict of Interest
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
COVID-19	Contagious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2)
eCMA	enhanced Continuous Monitoring Approach
DOA	Design Organisation Approval
EAER	European Aviation Environmental Report
EASA	European Union Aviation Safety Agency
EC	European Commission
ECCAIRS	European Co-ordination Centre for Accident and Incident Reporting Systems
ECQB	European Central Question Bank
EPAS	European Plan for Aviation Safety
EU	European Union
F&C	Fees and Charges
FAA	Federal Aviation Administration
FDM	Flight Data Monitoring
ICAO	International Civil Aviation Organisation
ISMS	Integrated Safety Management System
IR	Implementing Rule
JCAB	Japan Civil Aviation Bureau
KPI	Key Performance Indicator
MB	Management Board
MS	Member State
NAA	National Aviation Authority
QE	Qualified Entity
RNO	Return to Normal Operations
RSOO	Regional Safety Oversight Organisation
SAF	Sustainable Aviation Fuel
SAFA	Safety Assessment of Foreign Aircraft
SARP	Standards and Recommended Practices
SES	Single European Sky
SESAR	Single European Sky ATM Research
SPD	Single Programming Document
SWP	Strategic Workforce Planning
TA	Temporary Agents
TCO	Third Country Operators
TIP	Technical Implementation Procedures
UAS	Unmanned Aircraft System
WA	Working Arrangement

# Mission Statement

## “Your safety is our mission”

<b>Mission</b>	Our mission is to provide safe air travel for EU citizens in Europe and worldwide.
<b>Vision</b>	Ever Safer & Greener Civil Aviation
<b>Objectives</b>	<ul style="list-style-type: none"> <li>– Ensure the highest common level of safety protection for EU citizens.</li> <li>– Ensure the highest common level of environmental protection.</li> <li>– Single regulatory and certification process among Member States.</li> <li>– Facilitate the internal aviation single market &amp; create a level playing field.</li> <li>– Work with other international aviation organisations &amp; regulators.</li> </ul>
<b>Principal Tasks</b>	<p>EASA is the European Union Agency for aviation safety. Established in 2002, the Agency is composed of more than 800 aviation experts and administrators from Member States. The work performed by the Agency is complemented by National Aviation Authorities (NAA) as part of the EASA System. The <b>core tasks</b> consist of:</p> <p> <b>Certification &amp; Approvals:</b> EASA certifies aviation products and approves organisations where it has exclusive competence (e.g. initial airworthiness). This centralisation greatly simplifies the European aviation safety system for regulators and industry alike, ensuring efficiency and expertise.</p> <p> <b>Oversight &amp; Support:</b> EASA provides both oversight and support to Member States in fields where it has shared competence (e.g. Air Operations, Air Traffic Management). This ensures the high and consistently applied implementation of standards across the EU.</p> <p> <b>Rulemaking &amp; Standards:</b> EASA drafts regulatory material, including Certification Specifications, setting a harmonised regulatory environment for aviation in Europe. This is developed in consultation with stakeholders, often builds on industry standards, and ensures transparency, flexibility and proportionality.</p> <p> <b>Safety Intelligence:</b> EASA provides actionable safety intelligence through the collection and analysis of safety data. This drives many Agency processes and priorities, such as the European Plan for Aviation Safety (EPAS).</p> <p> <b>International Cooperation:</b> As safety and sustainability shouldn't stop at European borders, EASA cooperates with its international partners in order to promote the highest levels of safety and environmental protection for EU citizens globally and to reduce the duplication of safety oversight (e.g. through Working Arrangements).</p>
<b>Values</b>	Respect, Unity, Integrity, Transparency, Innovation
<b>Legal Mandate</b>	EASA is governed by Regulation (EU) No 2018/1139 (EASA BR) forming the centrepiece of the aviation safety system in the EU.

# I General Context

The European Union Aviation Safety Agency (“EASA” or “the Agency”) Single Programming Document (SPD) for the period 2022-2024/25 continues to:

- Build on the work and progress already made in **delivering on EASA’s core mandate**;
- Further EASA’s efforts towards **achieving its strategy and strategic objectives**;
- **Address and support** the needs and priorities of its stakeholders and the EU;
- **Adapt** to the changing environment and impact of the COVID-19 pandemic; and,
- **Embed** these new priorities and ways of working into the fabric of the Agency: *Safer, greener & ready for the future.*

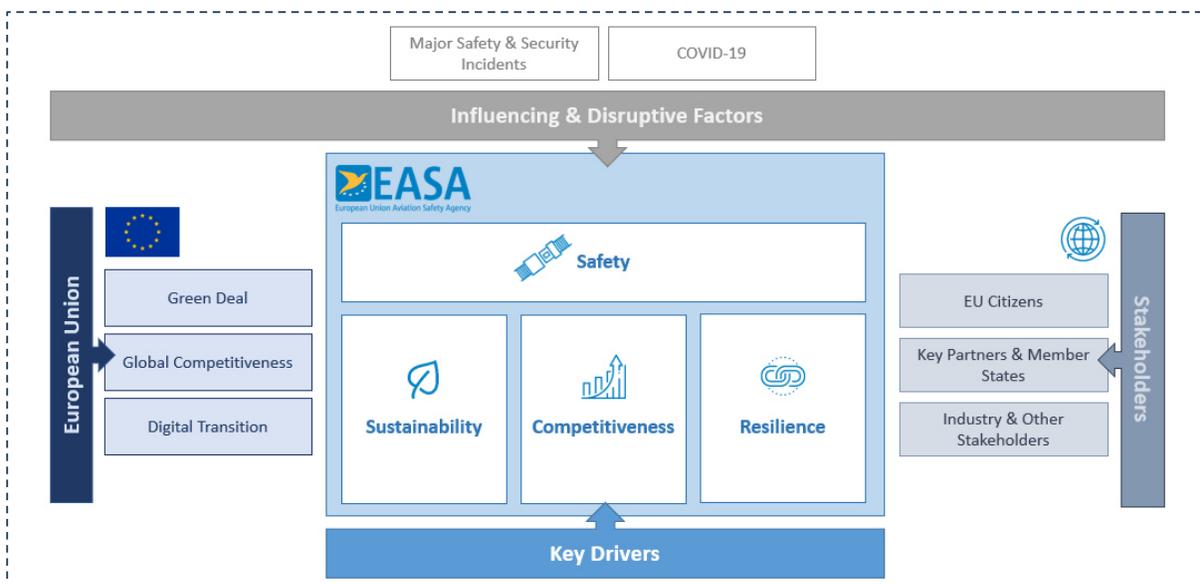


Figure 1: EASA Strategy 2021-2023/24

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

Figure 2: EASA Strategic Objectives 2021-2023/24

## 1. EU Policy & Objectives

EU policy and objectives set the framework and pace for the work and future goals of the Agency. In particular, the EC priorities below constitute key references for EASA in defining its strategic ambitions and (multi-) annual work programme.

### European Commission (EC) Priorities

The von der Leyen Commission set out a mandate for 2019-2024 around six **headline ambitions for Europe**<sup>1</sup>:



#### A European Green Deal

Europe aims to be the first climate-neutral continent by becoming a modern, resource-efficient economy.



#### A Europe fit for the digital age

The EU's digital strategy will empower people with a new generation of technologies



#### An economy that works for people

The EU must create a more attractive investment environment, and growth that creates quality jobs, especially for young people and small businesses.



#### A stronger Europe in the world

The EU will strengthen its voice in the world by championing multilateralism and a rules-based global order.



#### Promoting our European way of life

Europe must protect the rule of law if it is to stand up for justice and the EU's core values.



#### A new push for European democracy

We need to give Europeans a bigger say and protect our democracy from external interference such as disinformation and online hate messages.

### Recovery plan for Europe

Further to the COVID-19 crisis, the EC has reconfirmed the importance of the above key priorities and moreover their validity in addressing today's new challenges. In the wake of the COVID-19 crisis, the EC launched "**NextGenerationEU**" - an extensive recovery plan promoting and reinforcing the key ambitions and need to *"...emerge stronger from the pandemic, transform our economies, create opportunities and jobs for the Europe where we want to live"*.

### An Aviation Strategy for Europe

In December 2015 the EC published "An Aviation Strategy for Europe<sup>3</sup>" with the aim to generate growth for European business, foster innovation and provide passengers with safer, cleaner and cheaper flights and increased connectivity.



<sup>1</sup> [https://ec.europa.eu/commission/commissioners/2019-2024/president\\_en](https://ec.europa.eu/commission/commissioners/2019-2024/president_en)

<sup>2</sup> [https://ec.europa.eu/info/strategy/recovery-plan-europe\\_en](https://ec.europa.eu/info/strategy/recovery-plan-europe_en)

<sup>3</sup> [https://ec.europa.eu/transport/modes/air/aviation-strategy\\_en#package\\_detail](https://ec.europa.eu/transport/modes/air/aviation-strategy_en#package_detail)

The Strategy sets out the following key policy proposals:

- An ambitious EU external aviation policy;
- Tackling limits to growth both in the air and on the ground;
- Maintaining high EU standards;
- Innovation, investments and digital technologies.

As one of the key contributors EASA received an extended mandate in 2018 (Basic Regulation 2018/1139). EASA plays a vital role in targeted goals such as facilitating air traffic management, drones, security and international cooperation.

## EU Industrial Strategy

Another key reference for the Agency is the **EU Industrial Strategy**<sup>4</sup> issued by the EC in 2020. The twin Green and Digital Transitions are important drivers for the EU aviation industry, which has a global competitive advantage in innovative products and services, such as clean technology solutions, new operations and advanced materials. The Agency as a regulator has a central role to play in setting safety standards that enable these development lines and further these goals. This includes taking into account the specific needs of the many Small and Medium sized Enterprises (SMEs) active in the field of aviation across Europe.

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

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<sup>4</sup> [https://ec.europa.eu/growth/industry/policy\\_en](https://ec.europa.eu/growth/industry/policy_en)

## 2. Key Drivers

The following are highlighted as key enablers to address the four key drivers, as introduced in Section I.1 above, underpinning EASA's Strategy 2021-2023/24: **Safety, Sustainability, Competitiveness and Resilience**.

### European Plan for Aviation Safety (EPAS)

The EPAS constitutes the regional aviation safety plan for EASA Member States, setting out the strategic priorities, strategic enablers, main risks affecting the European aviation system and the necessary actions to mitigate those risks. The main objective of EPAS is **to further improve aviation safety and environmental protection throughout Europe**, while ensuring a **level playing field**, as well as **fostering efficiency and proportionality in regulatory processes**.

EPAS is a key component of the European **safety management system**, which is described in the European Aviation Safety Programme<sup>5</sup> managed by the EC. The regional approach complements national approaches offering a more efficient means of discharging State obligations for safety management in the EU aviation system.

The EPAS 2021-2025 sets out an aspirational goal to achieve **constant safety improvement within a growing aviation industry**. While the **EPAS 2022-2026 edition** will reflect the continued maturation of the European safety management system, this edition will continue to be shaped by the COVID-19 pandemic. Taking into account the drastic reduction in traffic volumes, significant disruptions in the supply chain and the new risks induced by the crisis, the next EPAS edition will also focus on **maintaining a high level of aviation safety throughout the entire recovery phase**. Effective risk management capabilities at European, State and Industry level are more important than ever to cope with the systemic and operational safety risks and wide-ranging effects of the crisis. These risk management capabilities will increasingly need to be applied to risks other than safety, hence a more integrated, collaborative approach to risk management should be explored with the objective to build back a more resilient aviation system.

Ensuring a **safe return to operations** as well as continuing to explore options to **alleviate the regulatory burden on stakeholders** constitute the main priorities shaping the latest edition of the EPAS which targets actions around the following:



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

<sup>5</sup> [EUR-Lex - 52015DC0599 - EN - EUR-Lex \(europa.eu\)](https://eur-lex.europa.eu/lexuri/cs.do?uri=CELEX:52015DC0599-EN)



## Focus on the Environment

In cooperation with global partners and industry, the Agency launched in 2020 the **EASA Sustainable Aviation Programme (2020-2024)** focusing efforts around 4 main objectives towards achieving a **cleaner, quieter, and more sustainable aviation system**:



A	Facilitate the <b>decarbonisation</b> of the aviation system through Agency initiatives.
B	Act towards sustainable aviation through <b>environmental certification and standards</b> .
C	Act towards sustainable aviation <b>through effective transversal actions</b> .
D	Act towards sustainable aviation through <b>flight standards and ATM/ANS</b> .

This ambitious programme aims to coordinate actions to address policy changes, support research and development, increase transparency and strengthen international cooperation – as well as to support the EU lead on standards, leveraging knowledge between stakeholders and embedding sustainability in EASA's core tasks and ensure the timely certification and oversight of new technologies.



## A level playing field

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

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



## A partnership-based approach

Aviation is a strong driver of economic growth, jobs, trade, and mobility for the European Union. It plays a crucial role in the EU economy and reinforces aviation's global leadership position. Supporting innovation, transformation and competitiveness is key to sustaining this position, particularly in light of the pandemic and the expected return to service, changes and growth in the sector.

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

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



## International Influence

The Agency assists the European Commission in its management of relations with third countries and international organisations, contributing to the promotion of European aviation safety standards, the

harmonisation of rules and the mutual recognition of certificates. In this context, EASA supports Member States in their international obligations and coordinates positions at EU level to amplify the European positions within ICAO and other bodies in an effective manner to ensure that European interests are met.

EASA, supports the European Commission in working with third countries on the implementation and further evolution of Bilateral Aviation Safety Agreements (BASAs) and related implementing procedures. At present the EU concluded BASAs with the US, Canada, Brazil, China and Japan. Also the trade and Cooperation Agreement (TCA) between the EU and the UK includes a Title on Aviation Safety with similar provisions. In addition EASA concludes or expands institutional agreements (e.g. working arrangements and memoranda of understanding) with foreign CAAs (e.g. Singapore, Korea, Qatar, Mexico) to strengthen the aviation safety cooperation with these authorities, to increase transparency, stability and certainty and to provide a level-playing field for European industry.

The Agency also promotes the expansion of the EU aviation safety standards and facilitates market access for EU industry in third countries through its technical cooperation projects. These focus on removing regulatory barriers, improving safety and environmental protection, and addressing bottlenecks within regulatory oversight. In this context, the promotion of EU rules and support to their recognition, alignment and implementation by third countries plays a major role. This is why EASA plays a fundamental role implementing international cooperation projects that contribute to key initiatives as part of the EU outreach (e.g. in Asia, Africa, Latin-America, Caribbean and in particular in the EU neighbouring states), and of the EU aviation agenda such as assistance in the implementation of the ASEAN Single Aviation Market (ASAM) through the ARISE+ project, the Single African Air Transport Market Africa (SAATM) through a dedicated SAATM project, outcome of the EU-Africa Transport and Connectivity Task Force, and the implementation of ICAO's Carbon Off-setting and Reduction Scheme in International Aviation (CORSA) through dedicated projects in South-East Asia, Africa and the Caribbean, in coordination respectively with the African Civil Aviation Commission (AFCAC) and the Latin American Civil Aviation Commission (LACAC) for the last two regions.



## Secure Aviation

The resilience of the aviation system cannot be taken for granted, with recent security incidents showing the vulnerability of the system to conventional threats.

The implementation of many aviation security measures can directly or indirectly impact safety aspects of aerodrome and aircraft operations. Aerodrome and aircraft security, cargo and mail or inflight security are the areas where interdependencies are particularly highly visible and where any security requirements should also consider possible impacts on aviation safety. In addition to supporting the interface between safety and security and facilitating the sharing of security information between aviation stakeholders, EASA also needs to play a role in assisting the EU in taking proactive action on growing new cybersecurity threats that accompanies digitalisation.

The EU has also identified opportunities for more synergy between civilian and military needs under the Action Plan on Military Mobility by simplifying processes and aligning rules. This provides scope for EASA to further support states and industry competitiveness, for example through common rulemaking and the certification of state aircraft.



## Sustainability, Research and Innovation

As innovation is accelerating, EASA needs to support the integration of new technologies, operations and business models into the European aviation system increasingly quickly, without compromising on safety or becoming a bottleneck to progress. Through its upfront involvement in innovative concepts, EASA provides an effective regulatory framework, reduces barriers to market entry and fosters innovation by leveraging its expertise and position as a European hub for the benefit of European industry and citizens. In achieving this ambition, EASA benefits from close links to European and national research programmes.

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



## Air Traffic Management & SESAR

The Agency launched the Air Traffic Management/Air Navigation Services (ATM/ANS) Coordination Programme (ATC) in 2020 to ensure consistent and coordinated actions with respect to ATM/ANS. This aims at improving the overall efficiency and performance of the European ATM system by supporting the digital transformation of European skies. In particular, EASA plays a key role in supporting the Single European Sky ATM Research (SESAR) initiative through its entire innovation cycle by assessing proposed systems and overseeing deployed solutions. These form the building blocks of Europe's future airspace architecture in support of safety, efficiency and environmental performance.



## Drones

The safe, secure and sustainable integration of drones, air taxis and sub-orbital aircraft into European airspace without compromising safety, security or disrupting current operations is critical to facilitate the competitiveness of the aviation industry. This innovative field requires upstream engagement with stakeholders to allow these new technologies, operations, and business models to enter the market through a timely and proportionate regulatory approach.



## Health

The COVID-19 pandemic saw aviation identified as a vector of disease transmission to a far greater extent than other transport modes. Unfortunately, COVID-19 is unlikely to be the last pandemic we will be faced with. Given the experiences of the COVID-19 pandemic it is crucial that we continue supporting the competitiveness of the European aviation industry by managing health threats/risks in aircraft such as offering the safest aircraft interior environments to reduce the risk of disease transmission, restore public trust and facilitate future responses to events of a similar nature. Managing health threats and risks in aviation, working with public health authorities, and managing the interface between safety and security, will reduce the risk of uncoordinated or even incompatible actions that could be observed during ongoing and future pandemics.



## Digitalisation & Efficiency

Digitalisation is a key priority for the EU, citizens, policy makers and the industry. The COVID-19 pandemic has only reinforced and accelerated the need for digital solutions to support new ways of working and drive innovation. In the current climate, it is more vital than ever that EASA ensures its own sustainability. This means continuing to deliver the volume and quality of services required by European citizens and the industry, while also preserving the agility to react quickly to external factors, the efficiency to drive the most cost-effective and financially viable organisation and the digital capability to accompany the trends of the market.

The Transformation & CORAL programme aim at optimising and digitalising operational processes, capitalising on new ways of working and leveraging efficiency gains to invest in future needs/priorities and build resilience into the organisation. Likewise continuing to build on modernisations spurred on by the COVID-19 crisis such as enhanced videoconferencing equipment and software enabling remote standardisation inspections and desk-top reviews, online meetings, conferences and workshops, increased effectiveness of remote working etc.

*Further information on the above can be found in Section II. Annual Work Programme in particular III.2.6 International Cooperation, III.2.8 Safety Intelligence & Performance & III.3 Strategic Initiatives & Programmes.*

### 3. Influencing & Disruptive Factors

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

#### COVID-19

The COVID-19 pandemic has impacted the aviation sector on an unprecedented level, primarily as a direct result of the significant drop in air traffic and travel restrictions but also the changing risk landscape and various safety issues emerging out of the crisis, in particular health and hygiene. While some degree of uncertainty remains for the outlook, there is consensus among aviation stakeholders that the path to recovery for the aviation industry will be longer than initially projected in 2020. The various forecasts available, with reference to those established by ICAO, IATA and EUROCONTROL, converge in their assessment that pre-pandemic levels of air traffic will only be reached by 2024-2025, based on the most optimistic scenario.

From the onset of the COVID-19 outbreak in Europe, realising that the impact on industry was closely linked to the level of coordination and harmonisation within Europe, the Agency initiated the project called 'Return to Normal Operations' (RNO) and, thanks to the intense cooperation with the European Member States, the aviation industry and international partners, continues to produce guidance material and other deliverables to enable a safe and efficient return to operations. In 2020, a series of immediate measures to address the most acute phase of the crisis and support a safe return to operations while reducing the risk of infection for passengers and crews were taken. The aviation safety risks entailed by the COVID-19 pandemic have been and continue to be assessed which resulted in the compilation of a first COVID-19 Safety Risk Portfolio in the summer of 2020 and updated in April 2021.



Work on the project continued throughout 2021 and most of the activities in the various work-streams are now being handled by and are integrated into EASA's established processes, which have also evolved in order to adjust to the new realities. The RNO project formally is expected to conclude at the end of 2021 but its legacy will continue, with the key outputs and actions being adopted as part of the daily and future work of the core activities, EPAS and EASA strategy. For example, the various safety issues identified are now being assessed as part of the European Safety Risk Management (SRM) cycle, and some have already resulted in new initiatives, such as the 'Ramp-Up – Be ready, Stay Safe Campaign'<sup>6</sup>. In 2022 EASA will continue to address the interface between aviation and public health, until the pandemic will subside, in the context of EASA's emerging priority on health matters.

Further information can be found on EASA's website under: <https://www.easa.europa.eu/web/covid-19>

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<sup>6</sup> <https://www.easa.europa.eu/newsroom-and-events/news/ramp-be-ready-stay-safe-campaign>

## II Multi-Annual Programming 2022-2024

### 1. Multi-Annual Objectives

This multi-annual programme targets the sustained effective delivery of the Agency's mandate and safeguarding of European safety and oversight standards. At the same time, the Agency's medium-term strategy addresses the EC key priorities as well as the considerable challenges and concerns facing the aviation sector, EU citizens and Agency stakeholders for the coming years.

As already introduced in Section I above four key drivers underpin the EASA Strategy 2021-2023/24: **Safety, Sustainability, Competitiveness and Resilience**. These have been translated into the following **strategic objectives** representing high level goals for the Agency:

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

Figure 2: EASA Strategic Objectives 2021-2023/24

The means through which the Agency endeavours to meet these strategic objectives is through its key activities/areas of operation complemented by dedicated initiatives, project or programmes as mapped in the following Section II.2. Multi-Annual Work Programme.

The strategic objectives will be monitored through annual targets/outputs as outlined in Part III Annual Work Programme, as well as key performance indicators (KPIs) that monitor the recurrent activities of the Agency.

## 2. Multi-Annual Work Programme

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

Area of Operation	Activity	Objective	Duration	SPD Ref./Link
<b>Product Certification</b>	Initial Airworthiness, Environmental Certification and Operational Suitability	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement).	2004-Open End	III.2.1
	Continuing Airworthiness and Operational Suitability	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using the available resources effectively.	2004-Open End	III.2.1
	Certification Related Services	Support validation of the European products by third countries' authorities, and provide technical support to the European industry in a timely manner.	2004-Open End	III.2.1
<b>Organisation Approvals</b>	Design Organisation Approvals (DOA)	Conduct a risk-based oversight approach for the design organisation and implement Level of Involvement.	2004-Open End	III.2.2
	Other Organisation Approvals (OA)	Conduct a risk-based oversight and continuous monitoring approach for organisation approvals.	2004-Open End	III.2.2
<b>Third Country Operators</b>	Third Country Operators Authorisation	Authorisation and Continuous Monitoring of all commercial Third Country Operators into, within, or out of EU territories, proportionate to the risk involved for EU citizens, in articulation with the EU Air Safety List.	2008-Open End	III.2.3
<b>Standardisation</b>	Standardisation: Monitor application of regulations and implementing rules	Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities. Assure uniform implementation of the rules in all domains.	2004-Open End	III.2.4
	Implementation Support	The Agency will develop a process for providing support to EASA Member States in the implementation of European aviation safety Regulations	2019-Open End	III.2.4

Area of Operation	Activity	Objective	Duration	SPD Ref./Link
<b>EU Ramp Inspection Programme</b>	Safety Assessment of Foreign Aircraft (SAFA) Coordination	Consolidate the EU ramp inspections programme for inspections on aircraft used by Third Country Operators (i.e. Safety Assessment of Foreign Aircraft inspections) or on aircraft used by operators under the regulatory oversight of another EU Member State (i.e. Safety Assessment of Community Aircraft inspections) as the leading programme in the world, through continuous improvement of the programme and steady expansion of its membership.	2007-Open End	III.2.5
<b>Safety Intelligence &amp; Performance</b>	Safety Intelligence & Performance	Ensure the Agency has a Safety Intelligence capability that integrates all relevant safety data sources with the aim to identify and prioritise the systemic safety issues along with recommendations of mitigation. This provides input to the European Plan of Aviation Safety.	2004-Open End	III.2.8
	Cybersecurity in Aviation and Emerging Risks	Ensure that the entire aviation system is prepared to effectively address cybersecurity threats. Assist the European Commission in safety-related security issues, including an alert system for conflict zones.	2017-Open End	III.2.8
<b>Strategic Initiatives &amp; Programmes</b>	Health	Enhance crisis resilience and mitigate health safety threats in aviation by engaging in “Aviation Health Safety Certification”.	2022-Open End	III.3
	ATM/ANS Coordination	Ensure consistent and coordinated actions with respect to all ATM/ANS, SESAR and SES activities aiming at improving the overall performance of the European ATM system and supporting the digital transformation of the European Sky.	2020-Open End	III.3
	State and Military Aviation Programme	Maintain the necessary relationship with European State and Military Aviation Authorities, and the European Defence Agency (EDA), OCCAR ( Organisation for Joint Armament Cooperation) and NATO, as appropriate for the discharge of the Agency’s tasks, in accordance with Regulation (EU) 2018/1139, all conducive to improve flight safety and security in Europe.	2020-Open End	III.3

#### Contributors:

- Rulemaking (III.2.7).
- Corporate Processes - Strategy & Safety Planning (III.2.10).
- Strategic Initiatives & Programmes – Drones Programme (III.3).

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

Area of Operation	Activity	Objective	Duration	SPD Ref./Link
<b>Strategic Initiatives &amp; Programmes</b>	Sustainable Aviation Programme	<p>A. Facilitate the decarbonisation of the aviation system through Agency initiatives.</p> <p>B. Act towards sustainable aviation through environmental certification and standards.</p> <p>C. Act towards sustainable aviation through effective transversal actions.</p> <p>D. Act towards sustainable aviation through flight standards and ATM/ANS.</p>	2020-2024	III.3

### Contributors:

- Product Certification (III.2.1).
- International Cooperation (III.2.6).
- Rulemaking (III.2.7).
- Corporate Processes - Strategy & Safety Planning (III.2.10).
- Strategic Initiatives & Programmes – Drones Programme, ATM/ANS Coordination, Research (III.3).

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

Area of Operation	Activity	Objective	Duration	SPD Ref./Link
<b>International Cooperation</b>	Bilateral Agreement and Working Arrangement	Bilateral Aviation Safety Agreements (BASA) negotiated by the European Commission with EASA's proactive support. Conclusion of Working Arrangements (WA), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety, by EASA.	2004-Open End	III.2.6
	ICAO cooperation	Promote the European aviation system by effectively representing coordinated European positions on matters under EU/EASA competence and supporting Member States in fulfilling their ICAO obligations.	2004-Open End	III.2.6
	Technical Support	Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this, EASA shall become the leading implementer of EU funded technical cooperation programmes for safety and environmental protection in the field of civil aviation, in partnership with Member States.	2004-Open End	III.2.6
<b>Strategic Initiatives &amp; Programmes</b>	Project: digital Licence for Aviation Pilot (dLAP)	Facilitate digital interaction between licensing authorities and pilots/business for high quality services and cross-border interoperability, developing a financially self-sustained IT solution.	2018-2022	III.3

### Contributors:

- Product Certification (III.2.1).
- Corporate Processes - Strategy & Safety Planning (III.2.10).
- Strategic Initiatives & Programmes– Sustainable Aviation Programme (III.3).

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

Area of Operation	Activity	Objective	Duration	SPD Ref./Link
<b>Rulemaking</b>	Rules Development and Better Regulation	Modern, proportionate rules that are fit to uphold high common standards for safety and environmental protection, and ensure the competitiveness of the European industry	2004-Open End	III.2.7
<b>Safety Intelligence &amp; Performance</b>	Safety Promotion	In partnership with other aviation authorities and the industry, improve aviation safety by raising awareness and changing behaviour.	2004-Open End	III.2.8
<b>Strategic Initiatives &amp; Programmes</b>	Drones Programme	Establish drone services market, covering drones and its operations, airspace rules for low-level airspace and the creation of the U-Space. Implementing Rules (IR) for the open, specific and certified category and associated acceptable means of compliance, standards and support to implementation actions.	2016-2023	III.3
	Innovation & Future Developments Programme	Coordinate changes necessary to adapt the Agency activities and processes to innovation through Projects and Roadmaps. Create a dynamic of innovation in the Agency and foster the sharing of innovation knowledge and information through an Innovation Network. Support the Industry on innovation through Partnership Agreements.	2020–Open End	III.3
	Research	Implement the research and innovation strategy that supports the needs of the European Plan of Aviation Safety (EPAS), the wider aviation industry/ research community, and the development of key activities and competences of the Agency.	2004-Open End	III.3
	ECCAIRS 2 (E2)	Develop, maintain and operate a software solution suite in coordination with the EASA Member States to support the implementation of the Occurrence Reporting Processing procedures of Industry & Members States as per Regulations (EU) 376/2014. Further develop ECCAIRS E2 solution features as requested by the Industry/MS at the inception of the ECCAIRS 2 programme.	2022-2023	III.3

	European Big Data Programme – Data4Safety (D4S)	<p>2022-2025 Development Phase: Building on the outcomes of its Proof-of-Concept phase (2016-2021), Data4Safety aims to provide a Big Data Platform and Analysis capability at European scale and level, including a structural link with ECCAIRS2 that enables analytics and insights from the European Central Repository safety data (ECR as per Regulation (EU) 376/2014).</p> <p><i>2016-2021 Proof-of-Concept Phase: Launch and deliver the proof-of-concept phase of the European Big Data Programme “Data4Safety”. This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support the European Plan of Aviation Safety.</i></p>	2022-2025	III.3
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### Contributors:

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- Product Certification (III.2.1).
- Organisation Approvals (III.2.2).
- International Cooperation (III.2.6).
- Safety Intelligence & Performance (III.2.8).
- Corporate Processes - Strategy & Safety Planning (III.2.10).
- Strategic Initiatives & Programmes – Sustainable Aviation Programme, Health, ATM/ANS Coordination, dLAP (III.3).

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

Area of Operation	Activity	Objective	Duration	SPD Ref./Link
<b>Applicant Services</b>	Applicant Relationships	Full service EASA portal and dedicated applicant relationships team simplifies and accelerates certificate delivery, supports transparency on related F&C invoicing and enhances customer relationships management.	2016-Open End	III.2.9
	National Aviation Authority (NAA) & Qualified Entity (QE) Outsourcing	Implement the EASA strategic priorities 2022-2027 including the further development of Partnership Agreements.	2004-Open End	III.2.9
<b>Corporate Processes</b>	Strategy & Safety Planning	Make recommendations based on internal and external factors to achieve the Agency's vision and mission in line with the European Plan for Aviation Safety (EPAS). Support development of the Agency's strategy and decision making on priorities and planning in line with anticipated risks and developments.	2004-Open End	III.2.10
	Business Programming and Reporting	Coordinate the Agency's business programming activities and support senior management to: establish the single programming document (SPD) including (multi-)annual work programme and budget; subsequently monitor its performance through quarterly reporting and address issues through mitigating actions; and report overall status and achievements through the consolidated annual activity report.	2004-Open End	III.2.10
	Governance Activities, Legal & Procurements	Ensure the entity is operating in compliance with necessary legal regulations, internal and external guidelines and policies, and addressing stakeholder expectations. Support the Agency in achieving its strategic objectives and fulfilling its mandate in the most efficient manner while promoting sound financial management and proportionate administrative workload. Ensure the Agency purchases the best value for money available on the market and has contracts in place which enable the Agency to maintain its high performance.	2004-Open End	III.2.10
	Corporate Communication	Raise awareness of the Agency's activities with the public in general and the travelling public, while also continuing to serve industry and experts with the information they require and offer them enhanced ways to quickly find what they need.	2004-Open End	III.2.10

Area of Operation	Activity	Objective	Duration	SPD Ref./Link
<b>Transversal &amp; Enabling Activities</b>	Human Resources Management - Employee Services	Create a culture of innovation, adaptability, agility and collaboration, building on a knowledgeable and skilled workforce that is able to anticipate and quickly change, and is willing to learn and develop.	2004-Open End	III.2.11
	Human Resources Management – Learning & Development (L&D) Services	Reinforce holistic staff training system to maintain and develop critical competences anticipating business needs. Support the competence development of aviation experts in the EASA system and drive forward decisions on the governance for external training collaboration and delivery in EASA.	2004-Open End	III.2.11
	Information Technology Services	Establish and implement a coherent IT architecture, considering the impact of the Regulation (EU) 2018/1139, the EU e-government action plan 2016/2020, BREXIT and the digitalisation of the European aviation industry. Provision of IT services.	2004-Open End	III.2.11
	Corporate Services & Facility Management	Provide a safe and efficient work environment to EASA staff and visitors. Ensure events run smooth. Offer a fast, reliable business travel management service.	2004-Open End	III.2.11
	Finance Management	High budget implementation rate maintained and in line with sound financial management principles.	2004-Open End	III.2.11
<b>Strategic Projects &amp; Programmes</b>	Destination: Future-Proof [Transformation Programme]	The Agency has simplified and digitalised its working methods, reorienting activities to support industry recovery, reducing costs and increasing productivity to align with stable staffing.	2021-2023	III.2.12

### Contributors:

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

- Organisation Approvals (III.2.2).
- Third Country Operators (III.2.3).
- Standardisation (III.2.4).
- Strategic Initiatives & Programmes – Health, (III.3).

### 3. Financial and Human Resources – Outlook for 2022-2024

#### 3.1. Overview of the Past & Current Situation

##### Financial Resources

###### Revenue

The COVID-19 crisis has had an unprecedented impact on the aviation sector. Since the start of the crisis in 2020 the Agency has noted a change in the number and type of applications being received from industry for certification and approval services. The pre-COVID planning (SPD 2020-2022) forecasted Fees & Charges (“F&C”) revenue to be stable over the period 2020-2022, arriving at 125M€ in 2020, compared to 109.6M€ in 2019, reflecting an increase mainly due to the application of the new F&C Regulation. This outlook was adjusted in early 2020 as the crisis unfolded. EASA ended 2020 with F&C revenue of 106.5M€ and anticipates a revenue level of 110M€ for 2021.

The planned EU subsidy revenue (EASA’s Contribution from the EU) is aligned with the European Commission proposal for the 2021 Budget of 38.9M€. This represents a slight increase compared to 2020 which was 37.954M€.

###### Expenditure

In order to manage the expected reduction in F&C Revenue and uncertainty brought about as a result of the COVID-19 crisis, the Agency introduced a broad range of cost savings measures in 2020 and adopted a conservative expenditure plan for 2021, predominantly through stabilising Title 1 – Staff & Related Costs and reducing Title 3 – Operational Expenditure (NAA outsourcing, travel, conferences, external meetings, etc.). Spending on the latter activities has been even lower in 2021 than initially planned, as a result of the COVID-19 crisis and continued travel restrictions and social distancing measures.

*Further information can be found in Annex III – Financial Resources.*

##### Human Resources

In the SPD 2021-2023 the establishment plan was presumed to be stable through to 2023 with no change to the staff ceilings. In support of the above, the volume of recruitments was significantly slowed in 2020 & 2021, favouring internal mobility and sharing of resources between units. During the 1<sup>st</sup> half of 2021 a review of the internal competencies, Agency priorities and staffing needs for the coming years was made and a number of external recruitments launched in order to ensure key competencies, address future challenges and invest in talents.

*Further information can be found in Annex IV – Human Resources.*

#### 3.2. Outlook for 2022-2024

Overall the workload for the Agency expected to grow over the next years compared to 2019 pre-COVID levels.

Externally driven F&C related workload forecasts stable or moderate growth in traditional applications and oversight, compensating any decreases in workload anticipated in certain domains as a result of the COVID crisis. The effect of BREXIT has resulted in a significant growth of applications for organisation approvals in 2021 which together with other new organisation applications trigger increasing oversight workload from 2022. Applications relating to new and emerging technologies are also anticipated to grow. An increase in the volume of outsourcing to national aviation authorities and qualified entities is planned to manage the main growths.

Meanwhile, the crisis also reinforced, and accelerated, the need to invest and mobilise resources to support the European aviation industry and work on new domains and key priorities, such as the environment, digitalisation and innovation. The main challenge continues to be managing the uncertainty brought about as a result of the crisis and the medium-long term impact this will have on the aviation sector.

The Agency's transformation programme is key to sustainably manage this workload trend within the current financial and human resources framework. Through unlocking efficiencies, reducing the pressure on existing resources and reinvesting savings in growing domains and priorities the programme aims to create the operational resilience needed in order to be prepared for the future. Nevertheless, it remains a careful balancing act for EASA to prioritise activities and resources as necessary, within the available budget.

### 3.3. Resource Programming for 2022-2024

#### Financial Resources

##### Revenue

The current outlook for the period 2022-2024 forecasts F&C revenue of 120M€ in 2022 increasing slightly to arrive at 125M€ by 2024/2025, with the key assumption that travel and related activities shall be able to recover in line with lessening travel and social distancing restrictions as a result of COVID-19.

EASA's contribution from the EU is aligned with the draft European Commission proposal for the 2022 Draft Budget and for 2023-2025 took orientation from the European Commission proposal from the Multiannual Financial Framework.

##### Expenditure

As mentioned above, the market driven F&C workload represents the most important variable for the Agency in terms of both revenue and workload. Uncertainty with regards to the full impact of COVID-19 on the sector therefore continues to shape decisions made by the Agency in terms of financial sustainability and the management of its financial and human resources.

As a result, the Agency has continued to apply a conservative approach to budget planning, taking direction from the strategy to assess key priorities and investment needs.

A stable staffing scenario has been adopted for the current planning horizon, allowing for the replacement of critical competences and enabling investments in technical expertise / competencies to support emerging and growing domains. The associated Title 1 – Staff & Related Costs are forecasted to increase in line with inflation and career progression, but this will be partially offset by leavers and efficiency gains to neutralise the full rate of growth of staff related costs.

In order to achieve the ambitions of digitalisation as well as essential efficiency/cost savings under the transformation & CORAL programme, an increase in Title 2 - Infrastructure and Title 3 - Operational Expenditures is expected representing the investment in IT/digitalisation expenses, new strategic IT (in domains of safety intelligence and performance, aviation security etc.) and subsequent maintenance of digital processes.

The full extent of these increases are partially offset by savings (conservative planning) on Title 3 - Operational Expenditure derived mainly from travel (missions) and events as well as miscellaneous operational expenditure for studies, consultancy etc.

## Human Resources

The demographic trend towards an ageing staff population means the Agency has already experienced a number of leavers and foresees an increasing number of retirements in the coming years.

The ability to anticipate leavers, maintain key competencies and assess investment needs for the future will be critical to ensure an adaptable, motivated and agile workforce. For this reason, a competency management and strategic workforce planning (SWP) programme was established in 2021 and shall continue into 2022 onwards.

As a result, the selective external recruitment policy, as in 2020 & 2021, shall continue to be applied. The decisions on the replacement of leavers shall be based on a thorough assessment at corporate level on the prioritisation of needs, favouring internal mobility and temporary sharing of resources between units.

Further to the 2021 resource prioritisation exercise, the SWP programme shall continue to assess where external resource investments are needed, specifically those technical expertise and competencies to be reinforced, and the most sustainable sourcing means. This also creates development opportunities for professionals and enhances the diversity of the EASA staff population.

As mentioned above, the Agency has foreseen a stable staffing scenario for the coming years and therefore proposes to maintain a stable establishment plan through to 2024 with no change to the staff ceilings. However, in the context of the SWP programme above, a review of the post allocation per grade, within the establishment plan, shall be made and an alignment of the establishment plan proposed.

### 3.4. Strategy for Achieving Efficiency Gains

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

#### Programme Approach:

- **Wave based:** The original wave-based approach has been modified. Instead of addressing each department in turn, the programme has started to select those business processes where productivity gains will have a significant impact in several departments across the agency. This approach emphasises short-to-medium term gains and has permitted a reduction in the external consultancy costs of the transformation programme. Nevertheless, the original aim to eliminate activities that add little or no value and automate simple steps remains, thereby quickly freeing resources for redeployment.
- **Invest in people:** By engaging staff more closely in cutting red tape, rather than using an external team of consultants, the agency expects to make the results of the transformation more sustainable. In addition a core implementation team is gaining knowledge and experience in business analysis, process redesign, project management and digital transformation, which builds competence for the future.
- **Harmonise:** A core aim is to eliminate duplicated or competing practices by harmonising procedures at corporate level, thereby minimising inefficiency and miscommunication. The agency has now adopted a capability-based architecture, which will reuse standard processes wherever feasible, instead of building tailored processes for each department. This improves consistency for users, enables rapid incremental changes, and reduces maintenance costs.
- **AGILE IT:** The agency digitalisation programme (CORAL) supports the transformation by focusing on the availability, accessibility and use of data for business processes. Initial application developments

based on agile methodologies and the selected technology platforms have been encouraging. In 2022 much of the underlying groundwork will be completed, and focus will shift to the rapid digitalising of business processes, which will have been redesigned in the meantime.

- **Workforce Management:** Due to budget restrictions the Agency will adopt a more ambitious programme to reskill or reassign existing staff to priority activities in lieu of recruiting replacements. This will depend on creating a more reliable means to assess knowledge and skills, where the future gaps in workforce will be and the availability of key staff. The Agency has therefore initiated a medium-term programme to build a strategic workforce planning capability. The outsourcing policy has accordingly also been prioritised for review as part of the transformation programme.

### 3.5. Negative Priorities/Decrease of Existing Tasks

In 2018, the Agency received significant new core tasks with the adoption of the EASA's Basic Regulation No 2018/1139. In order to achieve the activities planned in the (multi-)annual work programme the resource allocation is carefully balanced against the available workforce and budgetary constraints, both in terms of forecasted F&C revenue as well the conditions laid out in the 2022 Budget and Multiannual Financial Framework.

Given the additional budgetary constraints and uncertainties as a result of the COVID-19 crisis it is more important than ever that the EU contribution sufficiently addresses the mandate and scope of the Agency's activities.

Lack of adequate funding would bear adverse effects on its environmental mandate including related ambitions on rulemaking, research, environmental labelling, or EASA's level of involvement on other activities like support to Member States, support of the digitalisation (of the ATM system), coordination activities with international organisations, global reach and international cooperation.

# III Annual Work Programme 2022

## 1. Executive Summary

The Annual Work Programme (AWP) is the last operational step to translate the Agency's strategy into concrete actions and outputs. Structured around the Agency's key activities/areas of operation the AWP outlines where, in addition to its core business, the Agency's efforts shall be focused (2022 objectives/targets) including performance indicators and planned level of resourcing.

The EASA strategy 2021-2023/24 highlights four key drivers: **Safety, Sustainability, Competitiveness and Resilience**. The following activities/programmes have been outlined as **key focus areas** for the **Annual Work Programme 2022** in order to drive developments and met the Agency's medium-term objectives:

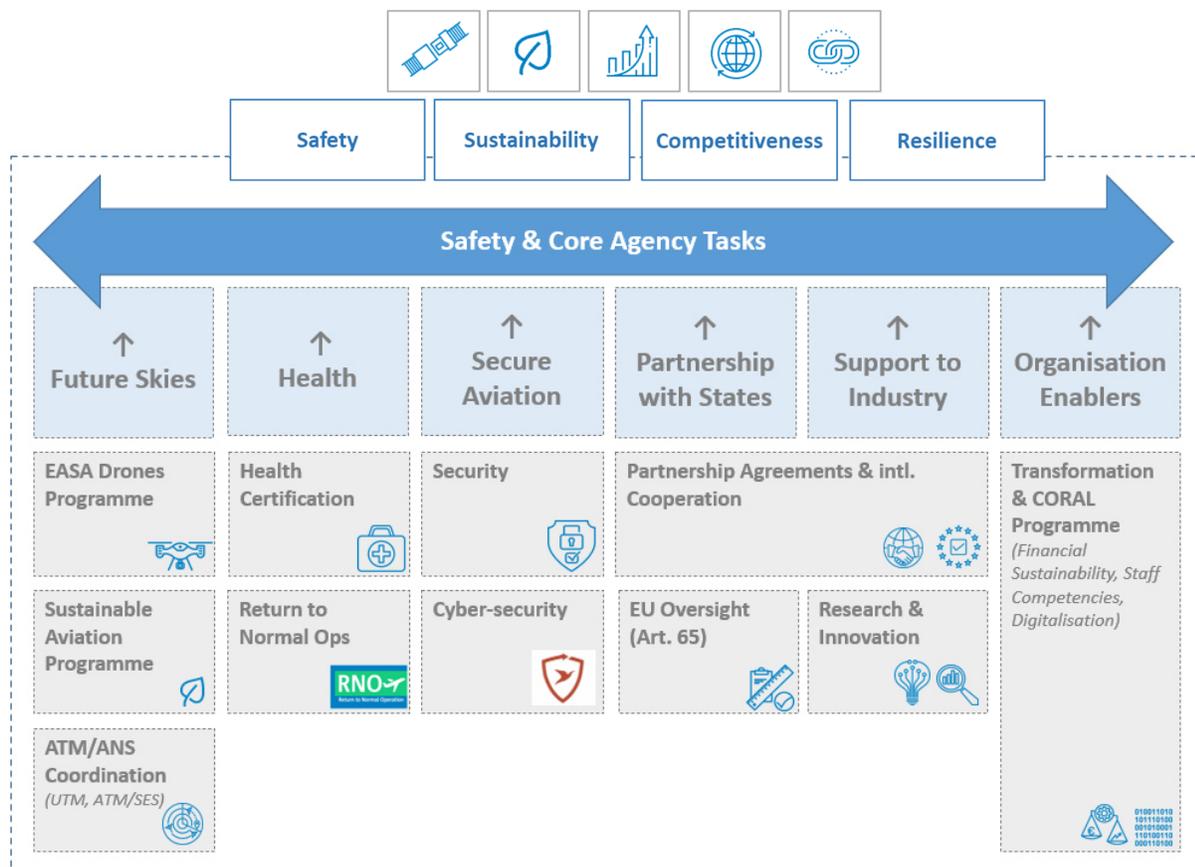


Figure 3 Key Focus Areas & Programmes SPD 2022-2024

- **Focusing on the Environment** through coordinating actions under the EASA Sustainable Aviation Programme towards establishing cleaner, quieter and more sustainable aviation system including initiatives such as increasing CO<sub>2</sub> efficiency, timely certification of electric, hydrogen and hybrid technology applications, sustainable aviation fuels, Environmental Labelling, environmental oversight and standards.
- **Facilitating Innovation and paving the way for Future Skies**, through dedicated activities/programmes on:
  - **Drones:** Development of a risk based, operations centric EU regulatory framework for Unmanned Aircraft Systems (UAS) which will form the basis for a common and safe European market for drones and be a key enabler to support UAS integration in the airspace.

- **ATM/ANS Coordination:** Aims at ensuring consistent and coordinated actions with respect to ATM/ANS, Single European Sky ATM Research (SESAR) and Single European Sky activities aiming at improving the overall performance of the European ATM system and supporting the digital transformation of the European sky.
  - **Research & Future Developments:** Ensure EASA is prepared to support innovation from industry through closely monitoring new developments, investing and collaborating on research, creating the dynamic for innovation in the Agency, fostering the sharing of knowledge and information, adapting Agency processes and working methods and engaging in partnerships with industry.
- **Addressing Safety and Security Risks with safety relevance** through the established EU safety risk management system, with risks and actions laid out in the EPAS (European Plan for Aviation Safety). Exploring a more integrated approach to risk management (including conflict zones, cybersecurity, security with safety relevance, public health), leveraging data technologies through D4S, ECCAIRS 2, Information Sharing and Cooperation Platform on Conflict Zones and Cybersecurity and emerging risks Platform.
- **Returning EU Industry to Normal Operations** during and after the COVID-19 crisis, through support of bio-secure initiatives and research projects, publishing Safety Information Bulletins and guidance material, providing adequate flexibility measures and regulatory relief, addressing health and emerging risks, building cooperation with partner states and ICAO etc. The dedicated Return to Normal Operations (RNO) Project aims to ensure that EASA processes and programmes adjust to remain fit for purpose in a post COVID environment.
- **Strengthen International Cooperation** with authorities and industry and reinforce EASA’s position on the international platform through the implementation of working arrangements and/or bilateral safety agreements (BASAs), opening of additional international offices and supporting the EC in the investment of EU funds for technical assistance projects.
- **Creating Digital Solutions & New Ways of Working** through the dedicated Transformation & CORAL programme and continuing to build on modernisations spurred on by the COVID-19 crisis. Some focus areas to be highlighted include:
- **Configuration of new technology platforms** create a stable, scalable toolbox for further digitalisation.
  - **Central repository of aviation data:** Required to ensure effective cooperation between the Agency and the national competent authorities in relation to certification, oversight and enforcement tasks under the article 74 of the Regulation (EU) 2018/1139.
  - **A stakeholder consultation platform** to replace the ageing comment response tool (CRT). This platform will then be scaled to cover a wide range of cases where EASA seeks the views of its stakeholder groups such as opinions, decisions, guidance material, acceptable means of compliance, certification memoranda and thematic surveys.
  - **EASA Portal** creating a personalised workspace for those transacting with EASA. Initially expected to replace the existing portal, the EASA portal will ultimately allow users to submit a full range of applications, requests, queries and notifications, and manage all these transactions from a single “workbench”.
  - **A digital oversight app** to manage ongoing applications for approval and continuing airworthiness or surveillance activities. A prototype has been developed for production organisation approvals. Over time it is planned to replace the existing SEPIAC and inspection and findings platform (IFP) tools with an integrated solution that will share safety data and allow the exchange of data machine-to-machine.

## 2. Activities

EASA's 2022 objectives/targets, performance indicators and planned resources are outlined under the following activities/chapters:

CORE & OPERATIONAL		Certification & Approvals	III.2.1. Product Certification
			III.2.2. Organisation Approvals
		Oversight & Support	III.2.3. Third Country Operators
			III.2.4. Standardisation
			III.2.5. EU Ramp Inspection Programme
		International Cooperation	III.2.6. International Cooperation
	Rulemaking & Standards	III.2.7. Rulemaking	
	Safety Management	III.2.8. Safety Intelligence & Performance	
SUPPORT		Govern & Enable	III.2.9. Applicant Services
			III.2.10. Corporate Processes ( <i>Legal, Procurement, Internal Audit, Quality, Planning, Research, Strategy, Communications</i> )
			III.2.11. Transversal & Enabling Activities ( <i>HR (including training and ECQB), IT, Finance, Corporate Services</i> )
STRATEGY		Strategy	III.3. Strategic Initiatives & Programmes

EASA monitors the performance of the annual work programme (rate of achievement of objectives/targets, performance of KPIs and resources) through internal quarterly reporting to EASA senior management with the aim to oversee the performance, address any issues and initiate mitigating actions accordingly. The combined result and achievements are subsequently reported on an annual basis and published in EASA's consolidated annual activity report (CAAR).



## 2.1. Product Certification

### 2.1.1. Overview

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

Furthermore, it also covers activities to ensure the continuing airworthiness (CAW) of the certified products and parts throughout their entire operational life. This includes identifying and reacting without undue delay to safety problems and issuing and disseminating the applicable mandatory Airworthiness Directives.

The Agency also provides services to external stakeholders, such as the approval of maintenance review board reports, technical advice contracts upon request of either the industry, aviation authorities or other public institutions, as well as certification support for EU industry for validation of certificates outside the EU, including through the development and implementation of streamlined procedures with bilateral partners.

In addition to its core business, the Agency's efforts in the field of Product Certification, are particularly focused on:

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

### 2.1.2. Objectives

Initial Airworthiness, Environmental Certification and Operational Suitability		
Objective	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement).	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Facilitate acceptance of application for innovative products by developing ad hoc materials, enabling definition of <b>risk-based certification basis</b>.</li> <li>○ Publication of the special conditions <b>SC-Light UAS</b>.</li> <li>○ Ensure successful implementation of <b>AI Roadmap</b> (Innovation Programme).</li> </ul>	Expected Result: 

	<ul style="list-style-type: none"> <li>○ Deliver contributions required to achieve 2021 <b>military strategy</b> targets (State &amp; Military Aviation Programme).</li> <li>○ Process all applications for product certification in application of the new <b>Level of Involvement (LOI) rules</b>.</li> <li>○ <b>eVTOL Standard Settings</b> – progress on the regulatory framework for certification of eVTOL aircraft in Europe.</li> <li>○ Implement the objectives as defined by the <b>GA Roadmap</b>, most critically: <ul style="list-style-type: none"> <li>– Introduction of new safety technologies in General Aviation;</li> <li>– Facilitate development of new business models;</li> <li>– Coordinate the development of innovative technical solution;</li> <li>– Extend the GA community platform to include the Safety Promotion Material.</li> </ul> </li> </ul>	
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ <b>Facilitate the acceptance of applications for innovative products</b> by developing risk-based special conditions for the development of the certification basis.</li> <li>○ Adapt draft Part-21 for the purpose of <b>UAS Certification</b>.</li> <li>○ Ensure successful implementation of <b>AI Roadmap</b> (Innovation Programme).</li> <li>○ Deliver contributions required to achieve 2022 <b>military strategy</b> targets (State &amp; Military Aviation Programme).</li> <li>○ Process all applications for product certification in application of the new <b>Level of Involvement (LOI) rules</b>.</li> <li>○ <b>eVTOL Standard Settings</b> – progress on the regulatory framework for certification of eVTOL aircraft in Europe.</li> <li>○ Further implement the objectives as defined by the <b>GA Roadmap and rotorcraft safety roadmap</b>.</li> <li>○ Implement the actions resulting from the B737 Max Lessons Learnt exercise to enhance the overall Certification process.</li> <li>○ Develop suitable means of compliance for certification of electric and hybrid propulsion products.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Erroneous issuance of a certificate/approval/authorisation, for which the Agency is competent.</li> </ul>	
Strategic Objectives	#1 [Contributes to #2, #3 & #4]	
Principal Funding Source	F&C	

### Continuing Airworthiness and Operational Suitability

Objective	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using the available resources effectively.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Implementation of the <b>Rotorcraft Safety Roadmap</b> recommendations within the related timelines.</li> <li>○ Implement the actions resulting from the <b>B737 Max Lessons Learnt</b> exercise to enhance the overall Certification process.</li> <li>○ Development of a new process to replace the Specific Airworthiness Specifications for the <b>management of orphan aircraft</b>.</li> <li>○ Provide technical inputs and contributions required to achieve the 2021 Return to Normal Operations Project targets (<b>RNO Project</b>).</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Implementation of the <b>Rotorcraft Safety Roadmap</b> recommendations within the related timelines.</li> <li>○ Implement the actions resulting from the <b>B737 Max Lessons Learnt</b> exercise to enhance the overall Certification process.</li> </ul>	

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

Certification Related Services		
Objective	Support validation of the European products by third countries' authorities, and provide technical support to the European industry in a timely manner.	2004-Open End
Targets / Outputs 2021	○ Continuous support to the <b>validation of European products to third countries</b> including by implementing the TIP with China and Japan.	Expected Result: 
Targets / Outputs 2022	○ Continuous support to the <b>validation of European products to third countries</b> including by implementing the TIP with the UK.	
Risks	– Timely response to support request.	
Strategic Objectives	#1 [Contributes to #3 & #4]	
Principal Funding Source	F&C	

### 2.1.3. Performance Indicators

Indicator	Result 2020	Target 2021	Result Q2 2021	Target 2022
Initial Airworthiness (IAW) performance rate	101%	95-105%	112%	95-105%
Airworthiness Directives deficiency rate	3.2%	≤5%	2.3%	≤5%
Continuing Airworthiness (CAW) predictability time	100%	≥90%	115%	≥90%
Occurrences backlog monitoring rate	114%	90-110%	81%	90-110%
Technical acceptance of occurrences timeliness	7 days	≤10 days	7.5 days	≤10 days
Timeliness of certification support for validation of products	71%	≥71%	48%	≥71%

### 2.1.4. Resources & Key Workload Indicators

	Resources	Budget 2022
	<i>Workforce (Heads)</i>	241
<i>Workforce (Heads) – Support Allocated*</i>	97	
<b>(1) Workforce (Heads)</b>	<b>338</b>	
<i>Expenses (M€)</i>	<i>(46,36)</i>	
<i>Expenses – Support (M€) Allocated*</i>	<i>(28,02)</i>	
<b>(2) Total Budget Expenses (M€)</b>	<b>(74,38)</b>	

\*In addition to resources deployed directly on the core and operational activities, support and enabling resources are proportionately allocated to ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).



## 2.2. Organisation Approvals

### 2.2.1 Overview

Within the territory of the Member States, EASA is responsible for all design as well as certain other organisation approvals. The Organisation Approvals activities also include the approval and oversight of pan-European Air Navigation Service providers and the Network Manager<sup>7</sup>. In this context, EASA exercises certification, oversight, and enforcement tasks, monitors the safe provision of services, and verifies that the applicable requirements are met.

Outside the territory of Member States, EASA approves and oversees design, production, maintenance, continued airworthiness management, maintenance staff training, training devices and flight crew training organisations as well as ATM/ANS providers and Air Traffic Controller training organisations.

In addition to its core business, the Agency's efforts in the field of Organisation Approvals, are particularly focused on:

- Performing the oversight over EASA-approved organisations with increasing use of risk-based oversight, use of remote audits (when effective and efficient) and catching up with on-site audits following the COVID-19 pandemic travel restrictions.
- Processing requests for transfer of responsibility under **Articles 64 and 65** of Regulation (EU) 2018/1139.
- Implementing **Bilateral Aviation Safety Agreements (BASA)** & new Annexes to existing BASAs.
- Optimising Organisation Approval activities in accordance with the defined **Organisation Approval Roadmap** and in conjunction with the Transformation (Destination: Future-Proof) Programme and CORAL (Digitalisation) Roadmap.
- Preparing for the approval and oversight of new types of organisation dealing with **new products and technologies** (e.g., drones, eVTOL, virtual reality, cybersecurity, etc.).

### 2.2.2 Objectives

Design Organisation Approvals (DOA)		
Objective	Conduct a risk-based oversight approach for the design organisation and implement Level of Involvement.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Considering the COVID-19 crisis, adapt the approach and introduce a sustainable system of oversight of design organisations to address the current and evolving environment whilst maintaining the high level of safety and ensuring compliance.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Introduce a sustainable system of oversight of design organisations taking into consideration product certification feedback in a systematic manner in order to address the current and evolving environment whilst ensuring full compliance and maintaining the high level of safety.</li> <li>○ Continue with the digitalisation of the Design Organisation Approval processes through active contribution to the CORAL Programme. Support the pilot phase of a digitalised POA platform and adapt to include the DOA environment by end 2022.</li> </ul>	

<sup>7</sup> Before 2020 EASA performed oversight of the Network Manager on behalf of the European Commission. EASA applied its standard oversight procedures and there is no discontinuity in the process. In the case of the Network Manager this comprises also requirements of Regulation (EU) 255/2010 and Regulation (EU) 2019/123.

Risks	– Ineffective oversight of the Design Organisation Approvals activities.
Strategic Objectives	#1 [Contributes to #5 & #4]
Principal Funding Source	F&C

Other Organisation Approvals (OA)		
Objective	Conduct a risk-based oversight and continuous monitoring approach for organisation approvals.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Align the oversight plan for Organisation Approvals with the Return to Normal Operations (post-COVID-19 situation) giving attention to Third Country organisations with risks for European aviation.</li> <li>○ Establish a post-BREXIT oversight regime for approvals located in the UK.</li> <li>○ Continue with the digitalisation of the Organisation Approval process through active contribution to the CORAL Programme.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Align the oversight plan for Organisation Approvals with the Return to Normal Operations by catching up on on-site audits of EASA-approved organisations as travel restrictions are removed while keeping remote audits as a tool.</li> <li>○ Fully integrate the post-BREXIT oversight of approved organisations located in the UK into the existing Organisation Approvals' framework.</li> <li>○ Continue with the digitalisation of the Organisation Approval process through active contribution to the CORAL Programme.</li> <li>○ Build and expand on the experience gained with Art. 64 &amp; 65 of Regulation (EU) 2018/1139.</li> <li>○ Pending regulatory changes, reassess the procedures and soft law and implement the necessary changes accordingly to remove any obstacles for Risk-Based Oversight.</li> <li>○ Ensure that EASA oversight procedures and administrative principles are also implemented in the oversight done by outsourcing partners.</li> <li>○ Draft changes to the implementation procedures of existing Annexes to BASAs as required.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Impossibility to conduct on-site audits in countries with persistent travel restrictions or security issues, leading to undetected/unresolved non-compliances</li> <li>– Processes and procedures adapted for the implementation of the Regulation (EU) 2018/1139 not timely developed and approved.</li> <li>– Difficulties in identifying, evaluating &amp; prioritising risks in context of Risk-Based Oversight.</li> <li>– Failure to implement the provisions introduced through new Working Arrangements (WAs) or Bilateral Safety Agreements (BASAs).</li> <li>– Security breaches lead to sensitive technical and commercial material and /or personal data being disclosed.</li> <li>– Non-harmonised implementation of safety management system across differing safety cultures.</li> <li>– Increasing complexity of the international approval system, due to fragmented State-to-State agreements and Working Arrangements.</li> <li>–</li> </ul>	
Strategic Objectives	#1 [Contributes to #5 & #4]	
Principal Funding Source	F&C	

### 2.2.3 Performance Indicators

Indicator	Result 2020	Target 2021	Result Q2 2021	Target 2022
Timely approval of Design Organisation (DOA) continuation	82.3%	≥95%	80%	≥80%
Timely approval of Organisation continuation	95%	≥50%	94%	≥75%
On time closure of Organisation Approvals (OA) findings	91%	≥70%	93%	≥80%

### 2.2.4 Resources & Key Workload Indicators

	Resources	Budget 2022
Organisation Approvals	<i>Workforce (Heads)</i>	88
	<i>Workforce (Heads) – Support Allocated*</i>	61
	<b>(1) Workforce (Heads)</b>	149
	<i>Expenses (M€)</i>	(34,72)
	<i>Expenses – Support (M€) Allocated*</i>	(15,04)
	<b>(2) Total Budget Expenses (M€)</b>	(49,76)

*\*In addition to resources deployed directly on the core and operational activities, support and enabling resources are proportionately allocated to ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).*



## 2.3. Third Country Operators

### 2.3.1. Overview

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

In addition to its core business, the Agency's efforts in the field of Third Country Operators, are particularly focused on:

- Maintaining the risk-based **Continuous Monitoring Programme** of third-country operators ensuring that emerging risks are effectively addressed through focus areas for the identified population of authorised third-country operators.
- Supporting the rulemaking process for the **updating of the TCO Regulation**.
- Provide the necessary technical support to the European Commission in the context of the **EU Safety List of banned operators**.

### 2.3.2. Objectives

Third-Country Operators Authorisation		
Objective	Authorisation and Continuous Monitoring of all commercial Third Country Operators into, within, or out of EU territories, proportionate to the risk involved for EU citizens, in articulation with the EU Air Safety List.	2008-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ The 2020 TCO safety focus areas will be reactivated once the COVID-19 situation allows. A Recovery Plan will be developed to ensure that third-country operators having undergone the programme for Continuous Monitoring Activity (CMA) during the COVID-19 period will be subjected to these focus areas before their next CMA.</li> <li>○ Handling approvals from BREXIT with a risk-based approach.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ By the end of 2022, all focus areas have been applied to the identified population of authorised third-country operators that are subject to CMA.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Failure to identify and react timely to ICAO non-compliant TCOs that operate in the EU.</li> <li>- Impossibility to conduct on-site inspections due to security reasons or pandemic situations leading to undetected or unresolved non-compliances.</li> </ul>	
Strategic Objectives	#1 [Contributes to #5]	
Principal Funding Source	EU contribution	

### 2.3.3. Performance Indicators

Indicator	Result 2020	Target 2021	Result Q2 2021	Target 2022
Review authorised TCOs as planned	95%	≥90%	94%	≥90%
Timely validation/completion of Third Country Operator applications	100%	≥70%	91%	≥80%

Indicator	Result 2020	Target 2021	Result 2021	Q2	Target 2022
Timely closure of the TCO findings of authorised operators according to the agreed CAP implementation due date	96%	≥80%	88%		≥80%

#### 2.3.4. Resources & Key Workload Indicators

	Resources	Budget 2022
Third-Country Operators	<i>Workforce (Heads)</i>	13
	<i>Workforce (Heads) – Support Allocated*</i>	3
	<b>(1) Workforce (Heads)</b>	<b>16</b>
	<i>Expenses (M€)</i>	<b>(1,223)</b>
	<i>Expenses – Support (M€) Allocated*</i>	<b>(1,014)</b>
	<b>(2) Total Budget Expenses (M€)</b>	<b>(2,24)</b>

*\*In addition to resources deployed directly on the core and operational activities, support and enabling resources are proportionately allocated to ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).*



## 2.4. Standardisation

### 2.4.1. Overview

The Agency's standardisation activities focus on the continuous monitoring of how Authorities apply the Basic Regulation and its Implementing Rules. The Agency's continuous monitoring activities (CMA) determine the prioritisation, planning and scope of inspections, based on a data-driven assessment of the Authorities' ability to discharge their safety oversight responsibilities. Based on the experience developed in the context of the COVID-19 crisis, EASA will continue to conduct inspections remotely when deemed effective and efficient.

In addition to its core business, the Agency's efforts in the field of Standardisation, are particularly focused on:

- Initiating the second round of standardisation inspections in the **Aerodromes and Systemic enablers for safety management (SYS) domains** by extending the latter to the effective implementation of State Safety Programmes (SSP) and State Plans for Aviation Safety (SPAS) and adding quality assurance activities directed towards the partnership agreements.
- Continuing with **standardisation of Drones** including a first round of onsite inspections.
- Implementing an enhanced **Continuous Monitoring Approach (eCMA)** in all technical domains. Enhanced CMA consists of desk-top reviews conducted remotely and with limited human interaction with the involved Authority allowing the Agency to obtain relevant information complementing its regular CMA.

### 2.4.2. Objectives

Standardisation: monitor application of regulations and implementing rules		
Objective	Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities. Assure uniform implementation of the rules in all domains.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Total number of inspections to remain stable compared to 2019 level, while implementing the extension of the scope to the Drones domain (implementation monitoring).</li> <li>○ Proportion of focused inspections to remain around 67% (2/3) for the established domains (Airworthiness, Operations, Aircrew, Air Traffic Management / Air Navigation Services).</li> <li>○ Proportion of remote inspections to reach at least 10% of the total number of inspections.</li> <li>○ All EASA Member States have been inspected in the Systemic enablers for safety management domain at least once by the end of 2021.</li> <li>○ One pilot SYS 2.0 inspection covering SSP implementation assessment to be performed by end 2021.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Full deployment of SYS Phase 2 inspections in order to expand it to effective implementation of SSP and quality assurance for partnership agreements.</li> <li>○ Full implementation of eCMA (enhanced Continuous Monitoring Approach) in all technical domains.</li> <li>○ Inspection of the Drones domain in the first batch of countries through onsite inspections.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Failure to establish, and then maintain, a uniform level of implementation of EU Safety regulations across Europe and associated Member States through Standardisation of Member States.</li> <li>- Impossibility to conduct on-site inspections leading to undetected or unresolved non-compliances.</li> </ul>	

Strategic Objectives	#1 [Contributes to #5]
Principal Funding Source	EU contribution

Implementation Support		
Objective	The Agency will develop a process for providing support to EASA Member States in the implementation of European aviation safety Regulations.	2019-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Conduct one or several missions, on-site or remote, upon request of NAAs.</li> <li>○ Implementation support process established.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Make further use of the Implementation Support process, upon request from Member States in need and subject to available resources.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Requests for support from Member States exceeds internal capacity.</li> <li>- Support provided by the Agency does not enable a robust European Safety system.</li> </ul>	
Strategic Objectives	#1 [Contributes to #5]	
Principal Funding Source	EU contribution	

### 2.4.3. Performance Indicators

Indicator	Result 2020	Target 2021	Result Q2 2021	Target 2022
Efficient and robust Standardisation (yearly)	67%	≤-5%	N/A*	≤-5%
Control of overdue Standardisation findings	35%	≤20%	27%	≤20%
Timely issuance of due Standardisation reports	86%	≥90%	67%	≥90%

\*Measurement available at year end

### 2.4.4. Resources & Key Workload Indicators

	Resources	Budget 2022
Standardisation	Workforce (Heads)	44
	Workforce (Heads) – Support Allocated*	14
	<b>(1) Workforce (Heads)</b>	58
	Expenses (M€)	(7,035)
	Expenses – Support (M€) Allocated*	(4,590)
	<b>(2) Total Budget Expenses (M€)</b>	<b>(11,63)</b>

\*In addition to resources deployed directly on the core and operational activities, support and enabling resources are proportionately allocated to ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).



## 2.5. EU Ramp Inspection Programme

### 2.5.1. Overview

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

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

In addition to its core business, the Agency's efforts in the field of the EU Ramp Inspection Programme, are particularly focused on:

- Ensuring the relevance of the EU Ramp inspection programme in the wider international context by including other Participating States (such as the US and Brazil) in the programme.
- Increasing the risk-based and data-driven approaches of the EU Ramp inspection programme by implementing the three-year "Future of Ramp" project.

### 2.5.2. Objectives

Safety Assessment of Foreign Aircraft (SAFA) Coordination		
Objective	Consolidate the EU ramp inspections programme for inspections on aircraft used by Third Country Operators (i.e. Safety Assessment of Foreign Aircraft inspections) or on aircraft used by operators under the regulatory oversight of another EU Member State (i.e. Safety Assessment of Community Aircraft inspections) as the leading programme in the world, through continuous improvement of the programme and steady expansion of its membership.	2007-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ One new SAFA Working Arrangement signed.</li> <li>○ <i>Launch the project on the comprehensive review of the safety relevance of the ramp inspection items with participating states (postponed to 2022).</i></li> <li>○ Implementation of Regulation (EU) 2018/1042 (alcohol testing of crews).</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ One new SAFA Working Arrangement signed.</li> <li>○ Complete the study on data analysis linked to the comprehensive review of the safety-relevance of the ramp inspection items.</li> <li>○ Following the study on data analysis, start the "Future of RAMP" project, to perform an in-depth analysis of Programme output and a comprehensive review of the inspection scope, inspection methodology and data analysis methodology.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Regional (political) complications for States joining the European programme.</li> <li>- Impaired ramp inspection data quality.</li> <li>- Unavailability of the Ramp Inspection Database (down-time Or lack of connectivity with other DBS and inadequate functionalities) preventing Member States from exchanging safety information.</li> <li>- Loss of data / data integrity leading to incorrect analyses and erroneous decisions on enforcement actions towards operators.</li> </ul>	

Strategic Objectives	#1
Principal Funding Source	EU contribution

### 2.5.3. Performance Indicators

Indicator	Result 2020	Target 2021	Result 2021 Q2	Target 2022
Timely issuance of data analyses to Participating States	100%	100%	100%	100%
Timely issuance of the system wide coordination targets to the Member States – twice a year	N/A	100%	100%	100%

### 2.5.4. Resources & Key Workload Indicators

	Resources	Budget 2022
EU Ramp Inspection Programme	<i>Workforce (Heads)</i>	4
	<i>Workforce (Heads) – Support Allocated*</i>	1
	<b>(1) Workforce (Heads)</b>	5
	<i>Expenses (M€)</i>	(0,43)
	<i>Expenses – Support (M€) Allocated*</i>	(0,28)
	<b>(2) Total Budget Expenses (M€)</b>	(0,71)

\*In addition to resources deployed directly on the core and operational activities, support and enabling resources are proportionately allocated to ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).



## 2.6. International Cooperation

### 2.6.1. Overview

EASA works with third country aviation authorities and other international partners worldwide to **raise global aviation safety standards and to promote European standards, policies and technology**, as well as to provide a more **compatible and open market for the EU aviation industry**. It provides **technical assistance** to countries and regions, and helps to improve the regulatory and oversight capabilities of national authorities and regional safety oversight organisations.

To this end, EASA develops and implements **EU-funded civil aviation cooperation projects** in the field of aviation safety and environmental protection, working closely with the European Commission. The Agency's own technical expertise, together with the strong partnership with Member States' National Aviation Authorities, is vital for the successful implementation of these projects. The Agency has positioned itself as the leading implementing body of EU-funded technical cooperation programmes for aviation safety and environmental protection.

Furthermore, EASA and the EU develop **international cooperation instruments** - Bilateral Aviation Safety Agreements (BASAs) at EU level and Working Arrangements (WAs) at EASA level - to organise efficiently and effectively the cooperation with international aviation partners and to support the European aviation industry.

In addition, EASA is mandated to assist the EU Member States in fulfilling their ICAO obligations. Many ICAO Standards and Recommended Practices have direct implications for safety and environmental protection, and for the competitiveness of the European aviation industry. It is therefore of strategic importance for Europe to strengthen its presence and influence the ICAO processes upstream, both through EASA and the Member States. In this endeavour, EASA seeks a close partnership with other ICAO Member States to facilitate the understanding of the European system and practices. As a **Regional Safety Oversight Organisation (RSOO)** itself, EASA aims also at assisting ICAO in the development of the RSOO concept, namely through the RSOO cooperative platform. Strengthening the role of RSOOs at ICAO level and demonstrating the benefit of RSOOs to ICAO Member States will contribute to improving safety oversight levels and managing oversight of a global industry. Further, EASA will continue to put a focus on the integration of EASA's standardisation activity into ICAO's Universal Safety Oversight Audit Programme.

EASA has **international offices** in the USA, China, Canada and Singapore, to further strengthen the cooperation with authorities and industry and support the implementation of agreements; as well as an office in Brussels, to ensure a permanent horizontal link with the EU institutions and Brussels-based stakeholders in support of EASA's activities. In support of the EU-funded civil aviation cooperation projects that provide technical assistance to states/regions, there are further field offices in China, Costa Rica, Sri Lanka, Thailand and Zambia.

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

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

- Strengthen the cooperation with authorities and industry to implement **environmental and sustainability measures** against climate change impacts, long-term aspirational CO<sub>2</sub> goals and noise and air pollution prevention.
- Strengthen the cooperation with authorities and industry by opening additional **international offices** in Middle-East and Latin America.
- Oversight of newly implemented **BASAs with China, Japan and UK**.

- Development and implementation of new technical assistance projects and related field offices.
- Capitalise on the experience of ‘new’ working methods to make further **efficiency gains** in the area of providing technical assistance (e.g. different use of audio-visual material and IT technology).
- Cooperation with partner states and ICAO to facilitate the **return to normal operations** for air operators during and after the COVID-19 crisis (RNO project).
- Bilateral Aviation Safety Agreements (BASA) negotiated by the European Commission with EASA’s proactive support. Conclusion of Working Arrangements (WA), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety, by EASA.

## 2.6.2. Objectives

Bilateral Agreement and Working Arrangement		
Objective	Reduce administrative and technical barriers for access to foreign markets, while improving aviation safety, by concluding Working Arrangements (WA) and implementing Bilateral Aviation Safety Agreements (BASA) negotiated by the European Commission with EASA’s proactive support. .	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Support the implementation of the BASAs by implementing robust maintenance of confidence mechanisms and relevant update of implementation procedures, facilitating acceptance of products and oversight results while ensuring adequate safety levels.</li> <li>○ Signature of at least 4 WA by Q4 2021.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Support the implementation of the BASAs by implementing robust maintenance of confidence mechanisms and relevant update of implementation procedures, facilitating acceptance of products and oversight results while ensuring adequate safety levels.</li> <li>○ Signature of at least 4 WA by Q4 2022.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Safety risk in case of deficiency in some foreign partners’ safety systems.</li> <li>– Risk of imbalance in BASAs and WAs, to the detriment of European Industry.</li> </ul>	
Strategic Objectives	#3 [Contributes to #2 & #4]	
Principal Funding Source	EU contribution	

Technical Support		
Objective	Safety, sustainability, support of EU industry and greater EU influence through recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this, EASA shall become the leading implementer of EU funded technical cooperation programmes for safety and environmental protection in the field of civil aviation, in partnership with Member States.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Support the EC in developing regional projects in line with EU objectives and successfully launch those projects commencing already in 2021.</li> <li>○ Support beneficiaries in improving safety levels as reported in the ICAO USOAP performance dashboard.</li> <li>○ Support the strengthening of RSOOs.</li> <li>○ Support the implementation of environmental protection including CORSIA, prioritising those States where the</li> </ul>	Expected Result: 

	implementation impact on the worldwide environment will be the most significant.	
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Support the EC in developing regional projects in line with EU objectives and successfully launch and implement those projects.</li> <li>○ Support beneficiaries in improving their achievements as reported in the ICAO USOAP performance dashboard.</li> <li>○ Support the strengthening of RSOOs.</li> <li>○ Support the implementation of environmental protection including CORSIA prioritising those States where the implementation impact on the worldwide environment will be the most significant.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability.</li> </ul>	
Strategic Objectives	#3 [Contributes to #2 & #4]	
Principal Funding Source	EU contribution + Earmarked funds from the EU	

ICAO cooperation		
Objective	Promote the European aviation system by effectively representing coordinated European positions on matters under EU/EASA competence and supporting Member States in fulfilling their ICAO obligations.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Support the preparation and on-site coordination for the ICAO High Level Conference on COVID-19 (HLCC).</li> <li>○ Timely delivery of EFOD compliance checklists and State Letter recommendations.</li> <li>○ Initiate discussions with ICAO ANB on better integration of EASA STD into USOAP.</li> <li>○ Build and strengthen EASA's presence and visibility in the fields of ATM, drones, security and public health.</li> <li>○ Cooperate with ICAO to promote EU regulatory material, tools, initiatives and opinions in areas where global recognition is essential. This includes environmental and sustainability measures against climate change impacts, long-term aspirational CO<sub>2</sub> goals and noise and air pollution prevention.</li> <li>○ Build a network with ICAO Regional Offices and key States so as to engage understanding of the EU system and policies and support at ICAO level.</li> <li>○ Better synchronisation of EASA and ICAO rulemaking activities (SARPS) and their reflection in EPAS.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Support the preparation and on-site coordination for the ICAO Assembly 41.</li> <li>○ Support the accomplishment of the follow-up actions resulting from the HLCC.</li> <li>○ Timely delivery of EFOD compliance checklists and State Letter recommendations.</li> <li>○ Presenting results of the discussions with ICAO ANB on better integration of EASA STD into USOAP.</li> <li>○ Build and strengthen EASA's presence and visibility in ATM, drone, security and public health activities.</li> <li>○ Sustain the cooperation with ICAO EUR/NAT office through dedicated platforms of exchanges and regular meetings (EUR/NAT PCG and EASPCG meetings).</li> <li>○ Support ICAO Council preparation on a regular basis.</li> <li>○ Cooperate with ICAO to promote EU regulatory material, tools, initiatives and opinions in areas where global recognition is essential. This includes environmental and sustainability measures against climate change impacts, long-term aspirational CO<sub>2</sub> goals and noise and air pollution prevention.</li> </ul>	

	<ul style="list-style-type: none"> <li>○ Build a network with ICAO Regional Offices and key States so as to engage understanding of the EU system and policies and support at ICAO level.</li> <li>○ Better synchronisation of EASA and ICAO rulemaking activities (SARPS) and their reflection in EPAS.</li> </ul>
Risks	– European positions on aviation safety, air navigation, environment and security are not taken into account and reflected properly.
Strategic Objectives	#3 [Contributes to #2 & #4]
Principal Funding Source	EU contribution

### 2.6.3. Performance Indicators

Indicator	Result 2020	Target 2021	Result Q2 2021	Target 2022
Timely progression on Working Arrangements	66.6%	≥80%	20%	≥80%
Timely progression on Bilateral Agreements	100%	≥90%	N/A*	≥90%
Timely implementation of technical support to 3rd countries	80.3%	≥80%	88%	≥80%
Quality of delivered projects based on stakeholder feedback	6.5	≥5 on scale of up to 7	6	≥5 on scale of up to 7
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	100%	≥90%	100%	≥90%
Timely delivery of compliance checklists for use by MS	Achieved	Updated compliance checklists for 2 ICAO Annexes per year	Monitored*	Updated compliance checklists for 2 ICAO Annexes per year

\*Measurement available at year end

### 2.6.4. Resources & Key Workload Indicators

	Resources	Budget 2022
Intl. Coop	Workforce (Heads)	35
	Workforce (Heads) – Support Allocated*	8
	<b>(1) Workforce (Heads)</b>	43
	Expenses (M€)	(1,183)
	Expenses – Support (M€) Allocated*	(2,994)
	<b>(2) Total Budget Expenses (M€)</b>	<b>(4,18)</b>

\*In addition to resources deployed directly on the core and operational activities, support and enabling resources are proportionately allocated to ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).



## 2.7. Rulemaking

### 2.7.1. Overview

Legislation is not an end in itself. **Modern, proportionate rules that are fit for purpose** are essential in aviation safety and environmental protection to uphold high common standards and ensure the competitiveness of the European industry.

The European Commission’s Better Regulation Agenda aims at delivering tangible benefits to European citizens and addressing the common challenges Europe faces. To meet this policy goal, EASA ensures that its **regulatory proposals deliver maximum safety and environmental benefits at minimum cost to citizens**, businesses and workers without creating unnecessary regulatory burdens for Member States and EASA itself. To that end, EASA designs regulatory proposals transparently, based on evidence, easily accessible; understandable by those who are affected, and backed by the views of stakeholders.

Rulemaking actions form an integral part of the **European Plan for Aviation Safety (EPAS)**, being a tool to mitigate risks to the European aviation safety system. Rulemaking projects are often preceded, accompanied or followed by Research projects, Safety Promotion or actions assigned to MS, to support the roll out and implementation of regulatory changes.

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

- Implementation of safety management system and ISMS in Part 21.
- Improving Rotorcraft Safety.
- Making Part 21 more proportionate for GA | Part 21 Light.
- Environmental protection – supersonic and drones.
- Adapting all Implementing Rules to enable certification and operation of drones.
- Modern, sustainable Flight Standards, providing a robust yet flexible framework for new air mobility technologies, here particularly:
  - Electrification of propulsion;
  - Airworthiness, Operation and Air Crew requirements for new entrant aircraft, such as (e)VTOL;
  - Flight training devices and their growing use in air crew training.
- Development of the new regulatory framework to enable a proportionate level of attestation for ground equipment supporting the ATM/ANS functions and services listed in Annex VIII of the EASA ‘Basic Regulation’.
- Gradual and phased evolution of the current ATCO licencing regulatory framework, as an enabler of the ongoing innovation of ATM.
- Updating the EASA guidance on Remote Aerodrome ATS, based on implementation experiences and available research outcomes, to effectively support implementation.

### 2.7.2. Objectives

Rules Development and Better Regulation		
Objective	Modern, proportionate rules that are fit to uphold high common standards for safety and environmental protection, and ensure the competitiveness of the European industry	2004-Open End

Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Opinion on 'Part 21 light' is published.</li> <li>○ Opinion on All Weather Operations is published.</li> <li>○ Opinion with lighter FCL rules for General Aviation is published.</li> <li>○ Opinion on the management of information security risks is published.</li> <li>○ Opinion updating SERA in regard to supersonic transport aircraft is published (<i>Target re-scheduled</i>).</li> <li>○ Opinion in tyre pressure monitoring (large aeroplanes) is published.</li> <li>○ Opinion on HEMS performance and public interest sites is published (<i>Target re-scheduled</i>).</li> <li>○ Technical certification requirements for UAS certified category are published.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Timely publication of opinions, as identified in the EPAS, to support and further the strategic priorities and ambitions, in particular on new air mobility, safety of commercial air transport, General Aviation.</li> <li>○ In the framework of the transformation programme, enhance and streamline the rulemaking process with a view to make it more efficient, effective and flexible through implementation of the recommendations from the process review in accordance with the high-level action plan.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Shift in priorities due to COVID-19.</li> <li>– Insufficient support from or unavailability of stakeholders to provide economic data to assess the effect of new and existing regulation.</li> <li>– Regulatory framework puts EU industry under a competitive disadvantage and jeopardises innovation.</li> <li>– Inadequate regulations remaining in place, without being amended, thus causing difficulties/creating burden to Competent Authorities and Industry.</li> <li>– Inadequate implementation support for new rules / amended rules presenting significant change</li> <li>– Failure to identify the inadequacies and negative effects in the application of the rules.</li> </ul>	
Strategic Objectives	#4 [Contributes to #1 & #2]	
Principal Funding Source	EU contribution	

### 2.7.3. Performance Indicators

Indicator		Result 2020	Target 2021	Result Q2 2021	Target 2022
Quality of NPAs	Number of feedback received, which rates the quality of published NPAs as not or not at all satisfactorily, vs total number of commentators	New KPI	<25%	On-track	<15%
Timely Progress on Rulemaking Actions	1. Strategic actions planned vs actual.	N/A	70%	On-track	80%
	2. Opinions planned vs actuals.	80%	80%	60%	80%
	3. Decisions <sup>8</sup> planned vs actuals.	58%	80%	75%	80%
	4. NPAs planned vs actuals.	73%	80%	53%	80%
	1. Average time with standard procedure.	3.2 years	≤3.5 years	4.4 years	≤3.5 years
	2. Average time with Art.15/16.	1.16 years	≤1.5 years	0.8 years	≤1.5 years

<sup>8</sup> This includes Decisions stand alone and Decision CS. Decision pending IR are excluded.

Indicator		Result 2020	Target 2021	Result Q2 2021	Target 2022
Rulemaking Process Efficiency	3. Average time at the EC.	1.7 years	N/A	1.36 years	N/A
BIS Coverage	Best Intervention Strategy (BIS) Coverage	100%	≥95%	N/A*	≥95%
Evaluations	Number of evaluations published yearly (3 year moving average)	1	1	N/A*	1
Exemptions	Timely answer to exemption requests (as defined by the Basic Regulation)	97.2%	≥90%	98.7%	≥90%

\*Measurement available at year end

#### 2.7.4. Resources & Key Workload Indicators

	Resources	Budget 2022
Rulemaking	Workforce (Heads)	73
	Workforce (Heads) – Support Allocated*	18
	<b>(1) Workforce (Heads)</b>	91
	Expenses (M€)	(6,56)
	Expenses – Support (M€) Allocated*	(5,78)
	<b>(2) Total Budget Expenses (M€)</b>	<b>(12,34)</b>

\*In addition to resources deployed directly on the core and operational activities, support and enabling resources are proportionately allocated to ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).



## 2.8. Safety Intelligence & Performance

### 2.8.1. Overview

EASA is tasked to manage safety risks in aviation.

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

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

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

- **Safety Risk Management (SRM):** EASA's main aim is to strengthen its Safety Risk Management capacity by (i) investing in innovative technologies for **data capture and analysis** and (ii) ensuring **safety intelligence feeds even more efficiently into the European Plan for Aviation Safety (EPAS)**. As a key enabler of this objective, EASA is in particular managing the **European Big Data Programme** or **Data4Safety (D4S)**. This programme aims to provide a Big Data Platform and Analysis capability at European level (*For further information see also Section III.3 – Strategic Initiatives & Programmes*).
- **Safety Promotion Strategy:** Safety promotion aims to provide useful information that engages the European and Global industry in positive conversations about safety so that the aviation community can comply with the necessary rules and reduce their risks to ensure safe and effective operations.
- **Integrated Risk Management:** The Agency aims at encompassing in its Risk management capacity all security, cybersecurity and emerging risks that impact aviation safety. In particular, in light of the cyber threats, faced by the EU aviation sector, the Agency initiated the development of a comprehensive approach. It combines information sharing, research, competence building and development of industry standards. These activities are coordinated through the European Strategic Coordination Platform, which includes a wide representation of EU institutions, agencies and organisations, as well as States and Industry relevant to the European aviation sector.
- **European Information Sharing and Cooperation Platform on Conflict Zones:** The primary objective of the Platform is to share information on threats to civil aviation arising from zones of conflict or armed insurgency so that the Member States and air operators can conduct their risk assessments in a timely manner and implement swiftly appropriate mitigation measure to ensure a safe flight. The Platform aim is also the support to the existing EU Conflict Zone Alerting System and particularly the Integrated EU Aviation Security Risk Assessment Group in order to improve the availability and swiftness of relevant information exchange.

### 2.8.2. Objectives

Safety Intelligence and Performance		
Objective	Ensure the Agency has a Safety Intelligence capability that integrates all relevant safety data sources with the aim to identify and prioritise the systemic safety issues along with recommendations of mitigation. This provides input to the European Plan of Aviation Safety.	2004-Open End

Targets / Outputs 2021	<ul style="list-style-type: none"> <li>Delivery of Risk Portfolios with a domain prioritisation of safety issues to be fed into the EPAS for supporting the programming exercise by domain safety priorities.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>Delivery of Risk Portfolios with a cross-domain prioritisation of safety issues to be fed into the EPAS for supporting the programming exercise by cross-domain safety priorities.</li> </ul>	
Risks	– Failure to identify or failure to respond to safety issues in a timely manner.	
Strategic Objectives	#1 [Contributes to #4]	
Principal Funding Source	EU contribution	

Safety Promotion		
Objective	In partnership with other aviation authorities and the industry, improve aviation safety by raising awareness and changing behaviour.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>Implementation of the Annual Safety Promotion Plan, including strategic level tasks from the EPAS.</li> <li>Continual monitoring of the reach and effectiveness of Safety Promotion activities and refine tactical approaches accordingly.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>Completion of planned EPAS Safety Promotion tasks in the domains of Air Ops (including ATM, Aerodrome and Continuing Airworthiness aspects), Rotorcraft, General Aviation and Drones plus other tasks to support the continued return to normal operations by helping to mitigate risks generated by the COVID-19 pandemic.</li> <li>Continual monitoring of the reach and engagement of Safety Promotion activities and refine tactical approaches accordingly.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>Safety Promotion fails to have the anticipated impact or reach the intended audience.</li> <li>Insufficient information provided to meet the needs of the industry.</li> <li>Backlash caused by a Safety Promotion activity.</li> </ul>	
Strategic Objectives	#4	
Principal Funding Source	EU contribution	

Cybersecurity in Aviation and Emerging Risks		
Objective	Ensure that the entire aviation system is prepared to effectively address cybersecurity threats. Assist the European Commission in safety-related security issues, including an alert system for conflict zones.	2017-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>Signature of the ECCSA MoC by its members.</li> <li>Publication of the Opinion containing the organisation requirements for the management of cyber risks.</li> <li>Implement and start operations of the European Information Sharing Platform on Conflict Zones.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>Publication of the AMC/GM once the organisation requirements for the management of cyber risks are adopted by the Commission.</li> <li>Implementation a long-term solution for the European Information Sharing Platform on Conflict Zones based on the experience from the trial phase.</li> <li>Adaptation of safety reporting tools to aviation security occurrences with safety impact, including cybersecurity.</li> <li>Establishment and implementation of the new cybersecurity platform and services for European Union cybersecurity intelligence initiatives.</li> </ul>	

Risks	<ul style="list-style-type: none"> <li>– Ensure synergies of elements of the aviation security (AVSEC) community to accept EASA role in safety-security interdependencies, including cybersecurity and conflict zones.</li> <li>– Ensure complementarity between part-IS, the AVSEC regulation and the NIS and NIS2 directives.</li> <li>– Scarcity of qualified resources is the area of cybersecurity in aviation.</li> <li>– Reluctance from stakeholders to share cybersecurity event information.</li> </ul>
Strategic Objectives	#1
Principal Funding Source	EU contribution

### 2.8.3. Performance Indicators

Indicator		Result 2020	Target 2021	Result Q2 2021	Target 2022
Occurrence Reps	Timely processing of occurrence reports	62% 7 days	≥85% ≤4 days	52% 12.4 days	≥85% ≤4 days
Allocation	Accuracy of technical owner allocation	99.8%	≥95%	99.8%	≥95%
Safety Recs	Timeliness to answer safety recommendations	94.4%	≥97.5%	100%	≥97.5%
Productivity and Quality of Safety Analysis process and SRM Process	1. Analysis of safety issues Number of Safety Issues Analysis or Outcomes of D4S directed Study documents presented and endorsed by the SRP.	4	≥4	4	≥4
	2. The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	N/A	Published end Q2	On-track	Published end Q2
	3. Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	N/A	≥ 91%	100%	≥ 92%
Safety Promotion	Implementation Safety Promotion Programme	100%	≥85%	100%	≥90%
	Safety Promotion Resource Engagement	9.4 FTE	11 FTE	5.5 FTE	12 FTE

### 2.8.4. Resources & Key Workload Indicators

	Resources	Budget 2022
Safety Intl. & Perf	Workforce (Heads)	36
	Workforce (Heads) – Support Allocated*	12
	<b>(1) Workforce (Heads)</b>	<b>48</b>
	Expenses (M€)	(7,34)
	Expenses – Support (M€) Allocated*	(4,18)
	<b>(2) Total Budget Expenses (M€)</b>	<b>(11,52)</b>

\*In addition to resources deployed directly on the core and operational activities, support and enabling resources are proportionately allocated to ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).



## 2.9. Applicant Services

### 2.9.1. Overview

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

As the central hub of resource management in the system, EASA also **maintains strong partnerships with a growing number of national aviation authorities** to ensure access to the right certification expertise in the right place at the right time, Europe-wide. Lately, cooperation extended to additional non-certification activities such as the reallocation of responsibilities upon request of organisations operating in more than one Member State under Art. 65 of the Basic Regulation, e.g., Air Operator Certification, International Cooperation and the Central Repository of Information.

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

- **Reinforcing and promoting the EASA portal** - data centric, transparent and connected to the stakeholders. The EASA Portal will be the landing page for all Agency digital application users (internal/external) and will provide links to Agency applications' functions with a key aim to enhance user experience acting as a **single-entry point** for stakeholders (industry, NAAs, bilateral/foreign partners, etc.) and to **simplify and accelerate access** to the different digital solutions and available functions applicable to them.
- **Offering automated, accurate and real-time support** and information to both internal and external stakeholders.
- Developing broader and **deeper partnerships** with national aviation authorities to enhance the performance and resilience of the European system.

### 2.9.2. Objectives

Applicant Relationships		
Objective	Full service EASA portal and dedicated applicant relationships team simplifies and accelerates certificate delivery, supports transparency on related F&C invoicing and enhances customer relationships management.	2016-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Implement information campaign to make sure registered and new EASA Portal users are aware and understand the new features that result from the further digitalisation of the certification processes in conjunction with the CORAL programme.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Continue implementing information campaign to make sure registered and new users of the EASA Portal are aware and understand the new features that result from the further digitalisation of the certification processes in conjunction with the CORAL programme.</li> <li>○ <b>Enhance customer relationships</b> by engaging with applicant groups ensuring transparency and accuracy of business relations.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Applications delayed due to inefficient exchange of information between EASA and the applicant.</li> <li>- Sensitive technical material and/or personal data is disclosed due to security breaches.</li> </ul>	
Strategic Objectives	#5	

Principal Funding Source	F&C
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Partner Relationships (National Aviation Authority (NAA) & Qualified Entity (QE))		
Objective	Implement the EASA strategic priorities 2022-2027 including the further development of Partnership Agreements.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Engage with MS to extend number of available partners and range of services.</li> <li>○ Implementation of the Quality Assurance Programme and initial mapping of Partners.</li> <li>○ Close monitoring of the outsourcing programme and flexible solutions depending on the further development of the COVID-19 pandemic.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Engage with MS to extend number of available partners and range of services.</li> <li>○ Explore outsourcing of new domains (military, security); extended use of Qualified Entities; Regional centres of excellence.</li> <li>○ Implementation of the Quality Assurance Programme.</li> <li>○ Close monitoring of the outsourcing programme and flexible solutions depending on the further development of the COVID-19 pandemic.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Actual workload volumes and types diverge significantly from the baseline forecast (especially in light of the COVID-19 pandemic).</li> <li>- Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes.</li> <li>- Bilateral agreements affect overall workload and impact NAA outsourcing strategy.</li> <li>- F&amp;C income falls significantly below predictions.</li> </ul>	
Strategic Objectives	#5	
Principal Funding Source	F&C	

### 2.9.3. Performance Indicators

Indicator	Result 2020	Target 2021	Result Q2 2021	Target 2022
Typical processing times met <sup>9</sup>	65%	70%	70%	60%
Actual outsourced hours performed compared to target (pledged hours) <sup>9</sup>	87%	95%	23%	90%
Total applications received online <sup>10</sup>	87%	85%	91%	70%

### 2.9.4. Resources & Key Workload Indicators

Applicant Services	(Support) Resources	Budget 2022
	(1) Workforce (Heads)	26
	(2) Total Budget Expenses (M€)	(2,19)

\*The above support and enabling resources are proportionately allocated to the core & operational activities ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).

<sup>9</sup> These are combined KPI technical directorates/ Resource directorate

<sup>10</sup> Depending on the implementation of CORAL. Baseline for the performance indicator total possible online applications received



## 2.10. Corporate Processes

### 2.10.1. Overview

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

- Strategy, research and business programming activities
- Management of external stakeholders and stakeholder engagement
- Legal Advice
- Procurement & Contract Management
- Quality Assurance
- Audit Management
- Corporate Communication
- Emergency Management

### 2.10.2. Objectives

Strategy and Safety Planning		
Objective	Make recommendations based on internal and external factors to achieve the Agency's vision and mission in line with the European Plan for Aviation Safety (EPAS). Support development of the Agency's strategy and decision making on priorities and planning in line with anticipated risks and developments.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Develop at least two strategies in domains where the Agency is impacted by important internal or external developments such as demands from the European Institutions, technological developments, COVID-19, etc.</li> <li>○ Monitor the implementation of the Agency strategies and adapt these as required.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Develop strategic notes / roadmaps in domains as established by the annual strategic priority review in line with the objectives of the SPD and EPAS.</li> <li>○ Launch the annual review of the Agency's priorities in line with developments in the aviation industry and the priorities identified by senior management.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Failure to take account of emerging risks and developments.</li> <li>– Divergence between the Agency's strategy and the capability of operational units due to insufficient communication or false assumptions.</li> </ul>	
Strategic Objective	#5 [Contributes to #1, #2, #3 & #4]	
Principal Funding Source	Mix of EU contribution and F&C	

Business Programming and Reporting		
Objective	Coordinate the Agency's business programming activities and support senior management to: establish the single programming document (SPD) including (multi-)annual work programme and budget; subsequently monitor its performance through quarterly reporting and address issues through mitigating actions; and report overall status and achievements through the consolidated annual activity report.	2004-Open End

Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Enhance quarterly reporting to monitor effectively key variables in the planning as a result of COVID-19 (and other factors) to support decision making.</li> <li>○ In the framework of the transformation (Destination: Future-Proof) programme, review the activity/process/project structure to simplify the framework feeding the programming exercise which would streamline subsequent data consolidation and analysis.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ In the framework of the transformation (Destination: Future-Proof) programme, continue to enhance programming and monitoring capabilities with a view to simplifying data collection, increasing efficiency and streamlining the annual programming exercise.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Outcome of EASA activities significantly deviates from business programming impacting EASA's ability to meet its strategic objectives.</li> <li>– Resources and budget are not sufficient to achieve the activities planned, to the required level of quality, for the programming period.</li> </ul>	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU contribution and F&C	

### Governance Activities, Legal & Procurement

Objective	Ensure the entity is operating in compliance with necessary legal regulations, internal and external guidelines and policies, and addressing stakeholder expectations. Support the Agency in achieving its strategic objectives and fulfilling its mandate in the most efficient manner while promoting sound financial management and proportionate administrative workload. Ensure the Agency purchases the best value for money available on the market and has contracts in place which enable the Agency to maintain its high performance.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Define and adopt an Emergency Management process, covering the existing crisis communication cell procedure, external communication, business continuity, resources mobilisation, timely recovery steps, restoration of normal business, etc.</li> <li>○ Ensure effective and agile oversight and management of the COVID-19 crisis and impact on the organisation.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Ensure readiness to respond and manage an emergency, if it occurs.</li> <li>○ Realise one simulation exercise to test EASA capability to react and respond to an emergency.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Lack of / or inappropriate response to an emergency/crisis.</li> <li>– Insufficient coordination of strategic, political and technical input from stakeholders.</li> <li>– Insufficient protection of information managed by the Agency, including third party information, to an adequate level of security.</li> <li>– Insufficient management of Conflict of Interest within in the Management Board.</li> </ul>	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU contribution and F&C	

### Corporate Communication

Objective	Raise awareness of the Agency's activities with the public in general and the travelling public, while also continuing to serve industry and	2004-Open End
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	experts with the information they require and offer them enhanced ways to quickly find what they need. Enhance and grow the Agency's standing by portraying it as a modern, innovative organisation.	
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>Further implementation of the Agency's strategy by increasing volume of content addressed to general public and expanding community engagement with various stakeholder groups.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>Review existing communications strategy and update/adjust to meet evolving requirements. Modernise communication to include elements which make the agency appear more human and approachable, for example by allowing our experts greater external exposure.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>Insufficient protection of information managed by the Agency, including third party information, to an adequate level of security.</li> <li>Ineffective message management.</li> </ul>	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU contribution and F&C	

### 2.10.3. Performance Indicators

Indicator	Result 2020	Target 2021	Result Q2 2021	Target 2022
Corrective action closure rate of Audit findings	79%	80%	89%	80%
Number of non-conformity against the ISO standards	0%	0%	0%	0%
Timely execution of committed research projects	100%	100%	40%	100%
Processing of requests for participation in external research projects	100%	≥80%	80%	≥80%
Research Expert Engagement	4.1 FTE	≥4 FTE	1.6 FTE	≥5 FTE
New KPI 2022+: Timely implementation of procurement plan	N/A	N/A	N/A	≥90%
New KPI 2022+: Effectiveness of procurement procedures	N/A	N/A	N/A	≥ 85%
New KPI 2022+: Implementation of purchasing strategy (maximise competition)	N/A	N/A	N/A	≥ 70%

### 2.10.4. Resources & Key Workload Indicators

Corporate Processes	(Support) Resources	Budget 2022
	(1) Workforce (Heads)	100
	(2) Total Budget Expenses (M€)	(21,35)

*\*The above support and enabling resources are proportionately allocated to the core & operational activities ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).*



## 2.11. Transversal and Enabling Activities

### 2.11.1. Overview

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

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

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

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

### 2.11.2. Objectives

Human Resources Management - Employee Services		
Objective	Create a culture of innovation, adaptability, agility and collaboration, building on a knowledgeable and skilled workforce that is able to anticipate and quickly change, and is willing to learn and develop.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ The <b>Strategic Workforce Planning (SWP) pilot</b> is reviewed, scaled and implemented at Agency level.</li> <li>○ <b>Develop SWP</b> with "People Master Data", identifying future needs and sourcing strategies for Agency capacity and capability management.</li> <li>○ Deliver efficient <b>HR services</b> for employees and managers making use of digital solutions and SLA-based approach</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ <b>SWP</b> for selected core business areas / strategic competence areas implemented at Agency level according to business priorities.</li> <li>○ People Master Data and <b>digitalisation</b> of end-to-end processes are further enhanced to allow data driven decision making and gradual process automation and self-services.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Failure to identify the future needs of the Agency in terms of workforce and competences and most efficient ways to fulfil the future needs of the Agency.</li> <li>- Failure of the digitalisation roadmap to deliver efficiency gains for HR processes.</li> </ul>	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU contribution and F&C	

Human Resources Management – Learning & Development (L&D) Services		
Objective	Reinforce holistic staff training system to maintain and develop critical competences anticipating business needs. Support the competence development of aviation experts in the EASA system and drive forward decisions on the governance for external training collaboration and delivery in EASA.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ A <b>competence management framework</b> is established and integrated into performance and learning management processes including a general and technical training offer, planning and delivery model based on harmonised work practices of General &amp; Technical Training and service level agreement.</li> <li>○ Support for the development of learning material and activities carried out by EASA staff for international cooperation support</li> <li>○ A concept for <b>future training collaboration</b> at EU level is in place and was presented to the Member States Advisory Body (MAB) for its acceptance.</li> <li>○ The governance of <b>external training collaboration</b> and coordination is established adequate to the EASA position as principal aviation authority in the European and international scene.</li> <li>○ Transfer responsibilities in scope of external training collaboration.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Development activities (e.g. redeployment, up- or re-skilling) are decided in selected core business areas based on staff competences taking into account strategic workforce data (e.g. demographics, number of upcoming retirements).</li> <li>○ Development of flexible learning offers focusing on “learner experience” virtual, on-the-job, and peer learning support models for managers and staff following a strength-based approach and using competence management data.</li> </ul>	
Risks	– The training offer does not meet the (internal and external) prioritised stakeholders’ needs	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU contribution and F&C	

Information Technology Services		
Objective	Establish and implement a coherent IT architecture, considering the impact of the Regulation (EU) 2018/1139, the EU e-government action plan 2016/2020, BREXIT and the digitalisation of the European aviation industry. Provision of IT services.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ IT to continue building the New Digital Core (NDC) - IT technical platform, in line with the CORAL/digitalisation roadmap (2021 target 65%).</li> <li>○ IT to initiate the launch agile flow (stream) for analytics (“Analysi”).</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ IT continues building the New Digital Core (NDC) - IT technical platform, in line with the CORAL/digitalisation roadmap.</li> <li>○ Continue the development analytical capabilities based on the progress made in initiating the Analysi stream in 2021.</li> </ul>	
Risks	Failure to define and implement: – Digitalisation roadmap as per development of the information Repository (in particular for the part defined by the Regulation (EU) 2018/1139).	

	<ul style="list-style-type: none"> <li>- Information/data management and architecture.</li> <li>- Information Security Management at the right level.</li> <li>- Digital transformation of EASA with a cost-effective IT sourcing model.</li> <li>- New digital business models and practices in EASA using the digital foundation from CORAL.</li> <li>- Business Continuity framework &amp; related IT Disaster Recovery plan.</li> </ul>
Strategic Objectives	#5
Principal Funding Source	Mix of EU contribution and F&C

### Corporate Services & Facility Management

Objective	Provide a safe and efficient work environment to EASA staff and visitors. Ensure events run smooth. Offer a fast, reliable business travel management service.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>o Implementation of <b>consolidated procurement strategy for technical facility management services</b> by bundling contracts for technical facility management services, removals &amp; caretaking services and media technician services (one tender, 2 lots) in order to improve contract management and centralise outsourced services.</li> <li>o Compile and deliver quarterly report on <b>customer satisfaction of the conference centre</b> and identified areas of improvement.</li> <li>o Perform a <b>customer satisfaction survey for travel</b> by end Q2 2021.</li> <li>o Define plan, based on customer feedback on the conference centre, for funding and options for improvements by end 2021.</li> <li>o Establish and execute the <b>Service Level Agreement</b> with the new service provider for cleaning, mail, security and reception.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>o Establish and execute the <b>Service Level Agreement</b> with the new service provider for technical facility management services, removals &amp; caretaking services and media technician services.</li> <li>o Implementation of centralised event management in line with the newly approved concept.</li> <li>o Further implementation of the risk-based approach for overseeing facility and building management service providers.</li> <li>o Start implementation of EUCL infrastructural requirements.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Failure of the landlord to effectively oversee facility management service provider leading to potential unsafe conditions in the building.</li> </ul>	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU contribution and F&C	

### Finance Management

Objective	High budget implementation rate maintained and in line with sound financial management principles.	2004-Open End
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>o Provide data and recommendations to ensure that the agreed budget appropriations are used as planned, specifically that: <ul style="list-style-type: none"> <li>- At least 95% of subsidy appropriations have been committed for agreed purposes.</li> </ul> </li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>o Provide data and recommendations to ensure that the agreed budget appropriations are used as planned, specifically that:</li> </ul>	

	– At least 95% of subsidy appropriations have been committed for agreed purposes.
Risks	– The persistence of pandemic restrictions, that are geographically differing in time and severity, increases the level of uncertainty when executing the planned activities and budgeting the related expenses.
Strategic Objectives	#5
Principal Funding Source	Mix of EU contribution and F&C

### 2.11.3. Performance Indicators

Indicator	Result 2020	Target 2021	Result Q2 2021	Target 2022
Training days per staff member per year	77%	≥90%	43%	≥90%
Trainee satisfaction	4.2	≥3.8	4.05	≥3.8
Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting)	94.3%	≥98%	92.4%	≥98%
Turnover rate	1.2%	≤5%	0.14%	≤5%
Staff Engagement survey (triennial) employee engagement score	N/A - Next survey in 2022/23	N/A - Next survey in 2022/23	N/A - Next survey in 2022/23	68-76%
Sick leave (annually)	7.7 days	≤9 days	3.5 days	≤9 days
Operational cost of legacy services vs. Total operational IT costs (Excl. investment into new services – expand)	Not available	75%	78%	65%
IT achievement of Service Level Agreement (SLA)	80%	≥90%	82%	≥90%
Budget committed	98.97%	≥95%	97.8%	≥95%
Carried over commitments	5.46%	≤5%	2.3%	≤5%
Reaction time to health incidents reported to EASA security/LSO from time of report of incident until first reaction (e.g. arrival of internal paramedic on site)	Within 5 mins	Max 5 min	1 min	Max 5 min
Percentage of overall mission claims paid within 30 days	63%	>60%	92.2%	>70%
ECQB: Number of amendment reports issued to NAAs regarding reviewed existing questions per year	100%	≥90%	On-Track*	≥90%
ECQB: Number of newly developed questions (compared to the contracted number)	97%	≥90%	N/A*	≥90%

\*Measurement available at year end

### 2.11.4. Resources & Key Workload Indicators

Corporate Processes	(Support) Resources	Budget 2022
	(1) Workforce (Heads)	88
	(2) Total Budget Expenses (M€)	(38,36)

\*The above support and enabling resources are proportionately allocated to the core & operational activities ensure the effective implementation and oversight of the core activities (see Sections III.2.9 Applicant Services, III.2.10 Corporate Processes and III.2.11 Transversal and Enabling Activities).

### 3. Strategic Initiatives & Programmes

To help the Agency’s ability to meet its high-level strategic objectives, and complement the work being performed under key areas of operation, EASA is conducting a number of horizontal projects, initiatives and programmes which establish transversal teams, utilise the broad spectrum of expertise in-house (as well as leveraging external resources when required), consolidate efforts at corporate level, maximise success and optimise the use of resources.

Further to the activities described in the chapter above the following projects, initiatives and programmes are highlighted and further described below:

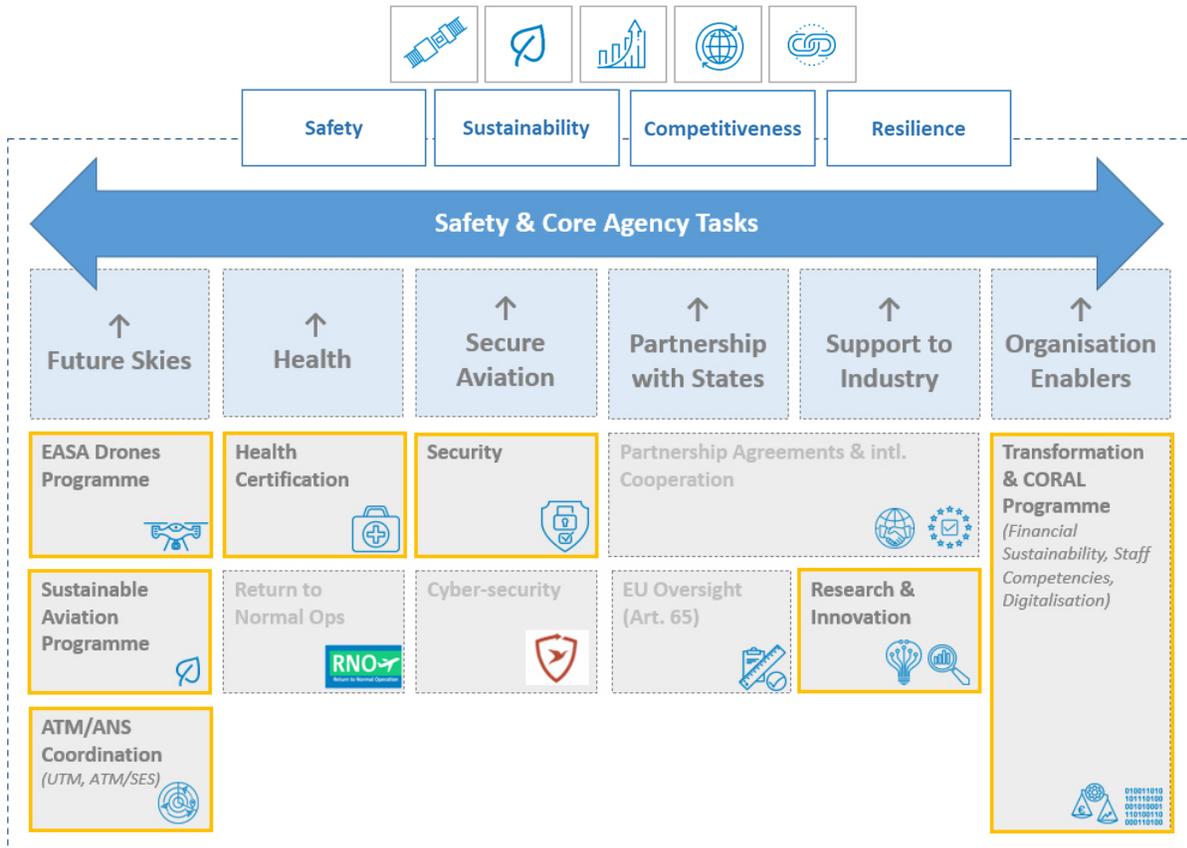


Figure 3 Key Focus Areas & Programmes SPD 2022-2024

EASA Drones Programme		
Objective	Establish harmonised rules for unmanned aircraft systems (UAS) operators and U-space service providers for equipment and performance of the UAS and for the services provided in the U-space in order to ensure the safety of operations in that airspace.	<b>2016-2023</b>
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Release of a first NPA supporting operations in the certified category for which industry interest is the highest (e.g. Urban Air Mobility operations).</li> <li>○ Draft acceptable means of compliance and guidance material to support the U-space regulation.</li> <li>○ Complete the implementation of the EASA counter drones action plan.</li> <li>○ Engage in international cooperation initiatives with selected countries with advancing drone industries.</li> <li>○ Support EASA Innovation Partnership Contracts (IPC) and/or Technical Advice Contracts (TAC) on drones and Urban Air Mobility.</li> <li>○ Provide implementation support and standardisation to Member States on Regulations applicable to drones operated in the open and specific categories.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Release of a first NPA and Opinion supporting operations in the certified category for which industry interest is the highest (e.g. Urban Air Mobility operations).</li> <li>○ Engage in international cooperation with selected countries with advancing drone industries, including the APP North Asia.</li> <li>○ Support EASA Innovation Partnership Contracts (IPC) and/or Technical Advice Contracts (TAC) on drones and urban air mobility.</li> <li>○ Provide implementation support and standardisation to Member States on Regulations applicable to drones operated in the open and specific categories.</li> <li>○ Develop, amend and release as necessary acceptable means of compliance (AMC) and guidance material (GM).</li> <li>○ Provide implementation support and standardisation to Member States on Regulations applicable to drones.</li> <li>○ Complete the implementation of the EASA counter drones action plan.</li> <li>○ Support the Commission on aspects related to its EU Drones Strategy 2.0.</li> <li>○ Contribute to, and where appropriate coordinate, EASA activities related to technical standards, studies and research in the field of drones.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Risk not to achieve an agreement between Member States on the U-Space Commission Regulation due to limited experience on the proposed technical concept.</li> <li>– Risk not to achieve the development of technical requirements for U-space services due to the lack of industry standards or immaturity of the technologies.</li> <li>– Risk to delay the publication of the Notice of Proposed Amendment (NPA) supporting operations in the Certified Category for which industry interest is the highest (e.g. Urban Air Mobility) due to limited experience on the proposed concept and societal acceptance.</li> <li>– Fail to deliver NPA/Opinion on Certified Category with the appropriate level of quality and/or on-time due to unavailability of resources</li> </ul>	
Strategic Objectives	#4 [Contributes to #1 & #2]	
Principal Funding Source	Mix of EU contribution and F&C	

ATM/ANS Coordination		
Objective	Ensure consistent and coordinated actions with respect to all ATM/ANS, SESAR and SES activities aiming at improving the overall performance of the European ATM system and supporting the digital transformation of the European Sky.	<b>2019-Open End</b>
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Follow-up of the High-Level Partnership Program (SESAR 3), particularly taking into consideration EASA's role in the governance of this partnership.</li> <li>○ Progress the planned evolution of the ATCO licensing scheme: introduce simplifications on the ATCO rating/ rating endorsement structure, enhance the mobility options for instructors and assessors and allow for dynamic cross-border sectorisation.</li> <li>○ Progress and contribute as necessary in the implementation of ADSP service.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Full implementation of the current SJU SLA and agreed new SLA re SJU 3.</li> <li>○ Efficient implementation of Agency's role in SESAR 3 governance.</li> <li>○ Progress the planned evolution of the ATCO Plan (licensing scheme): assess SESAR R&amp;D Solutions related to ATC provision (e.g. virtual centre concept, capacity on demand services, system-based licensing) and consider their implementation by amending the applicable regulations (e.g. Commission Regulation (EU) 2015/340) via RMT.0668, as an enabler for increased ATCO mobility and increasing ATC system efficiency and resilience overall.</li> <li>○ Progress and contribute as necessary in the implementation of ADSP service, including in necessary regulatory and oversight measures.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Failure to support emerging ATM projects, due to lack of resources and lack of consistent ATM vision within the Agency.</li> <li>- Communication failure with other stakeholders (EC, Eurocontrol, SJU, etc.).</li> </ul>	
Strategic Objectives	#1 [Contributes to #2 & #4]	
Principal Funding Source	Mix of EU contribution and F&C + Potential Earmarked funds (Under negotiation)	

Sustainable Aviation Programme		
Objectives	<p><b>A.</b> Facilitate the <b>decarbonisation</b> of the aviation system through Agency initiatives.</p> <p><b>B.</b> Act towards sustainable aviation through <b>environmental certification and standards</b>.</p> <p><b>C.</b> Act towards sustainable aviation <b>through effective transversal actions</b>.</p> <p><b>D.</b> Act towards sustainable aviation through <b>flight standards and ATM/ANS</b>.</p>	<p><b>2020-2024</b></p>  <p>EASA Sustainable Aviation Programme</p>
Targets / Outputs 2021	<p><b>Objective A:</b></p> <ul style="list-style-type: none"> <li>○ Implement EASA strategic initiative on SAF.</li> <li>○ Implement actions on Electric and Hybrid Aviation.</li> <li>○ Implement Environmental Labelling for Aviation Programme (Phase II).</li> </ul> <p><b>Objective B:</b></p> <ul style="list-style-type: none"> <li>○ Aircraft environmental standards: Standard setting on SST, eVTOLS, Drones. ICAO standard setting and implementation.</li> <li>○ Aircraft environmental certification: Maintain a high level of product environmental compatibility.</li> <li>○ Commence Implementation of the roadmap outlined for the environmental portal (Balanced approach).</li> </ul> <p><b>Objective C:</b></p> <ul style="list-style-type: none"> <li>○ Development of EAER 2022 and recommendations.</li> <li>○ Provide technical expertise on environmental and sustainability topics to the European Commission.</li> <li>○ Draft a roadmap to implement actions related to circular economy.</li> <li>○ Draft a communication and promotion plan and commence implementation.</li> <li>○ Contribute to the implementation of actions related to environmental protection and CORSIA under the EU funded technical cooperation programmes.</li> <li>○ Provide expertise and contribute to the strategic steering of EASA's research activities towards sustainable aviation.</li> </ul> <p><b>Objective D:</b></p> <ul style="list-style-type: none"> <li>○ Draft roadmaps for implementation of sustainable actions and commence implementation in the domains of maintenance and production, flight operations, flight crew licencing/training, aerodromes operations and ATM/ANS.</li> </ul>	<p>Expected Result:</p> 
Targets / Outputs 2022	<p><b>Objective A:</b></p> <ul style="list-style-type: none"> <li>○ <b>Sustainable aviation fuel (SAF):</b> Supporting actions leading to a stronger European role in the SAF approval and facilitation process and ensuring coordination and preparation as regards the legislative proposal on RefuelEU Aviation (EASA tasks proposed)</li> <li>○ <b>New technologies:</b> Electric, Hybrid and Hydrogen propulsion technologies: Innovative Partnership projects to be developed in cooperation with main industry players to enable the introduction of Electric, Hybrid and Hydrogen technologies in aviation.</li> <li>○ Provide expertise and contribute to the strategic steering of EASA's research activities towards sustainable aviation (E.g. Clean Aviation, and follow-up research as regards Climate impact from Non-CO2 emissions).</li> <li>○ Continued implementation of Environmental label programme (Phase II) with the support of a dedicated Contribution Agreement with the EC, and including life cycle analysis approaches. Prepare for Phase III (operational phase).</li> </ul> <p><b>Objective B:</b></p> <ul style="list-style-type: none"> <li>○ Continue developing environmental standards for Supersonic transport, eVTOLS and Drones.</li> <li>○ EU environmental standard implementation.</li> </ul>	

	<ul style="list-style-type: none"> <li>○ Providing support to the European Commission as regards ICAO standard setting (CAEP).</li> <li>○ Aircraft environmental certification: maintain a high level of product environmental compatibility and promote voluntary CO2 certification and maintain the CO2 certification database.</li> <li>○ Continued implementation of the tasks allocated to EASA under the Balanced approach regulation, including management of the related noise databases.</li> </ul> <p><b>Objective C:</b></p> <hr/> <ul style="list-style-type: none"> <li>○ Publication of EAER 2022 and related recommendations.</li> <li>○ Provide technical expertise on environmental and sustainability topics to the European Commission and Member States.</li> <li>○ Contribute to the implementation of actions related to environmental protection and CORSIA under the EU funded technical cooperation programmes.</li> </ul> <p><b>Objective D:</b></p> <hr/> <ul style="list-style-type: none"> <li>○ Continue implementation of actions towards sustainable aviation in the domains of maintenance and production, flight operations, flight crew licencing/training, aerodromes operations and ATM/ANS.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>– Failure to identify and set priorities for actions to address issues related to environmental protection and sustainable aviation.</li> <li>– Failure to support those actions.</li> </ul>
Strategic Objectives	#2 [Contributes to #4 & #3]
Principal Funding Source	Mix of EU contribution and F&C <sup>11</sup>

<sup>11</sup> Additional funding (1.8M€ and 1 FTE/Post) for the Agency in support of Sustainable Aviation Fuel objectives and new tasks under the RefuelEU legislation is currently under discussion and are both pending decision by the legislator. Any changes to funding impacting the 2022 shall be included in an amending budget in 2022 accordingly.



Innovation & Future Developments Programme		
Objective	<ul style="list-style-type: none"> <li>○ Coordinate changes necessary to adapt the Agency activities and processes to innovation through Projects and Roadmaps.</li> <li>○ Create a dynamic of innovation in the Agency and foster the sharing of innovation knowledge and information through an Innovation Network.</li> <li>○ Support the Industry on innovation through Partnership Agreements identifying needs and enablers for regulatory evolutions.</li> </ul>	<b>2020–Open End</b>
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Pursue the actions on Agency staff knowledge building on innovation.</li> <li>○ Increase cooperation with new entrants.</li> <li>○ Further develop Industry partnerships on innovation.</li> <li>○ Ensure successful implementation of the AI Roadmap.</li> <li>○ Develop synergies between Research and Innovation Activities.</li> <li>○ Establish the Agency Scientific Committee.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Pursue the actions on Agency staff knowledge building on innovation.</li> <li>○ Further Increase cooperation with new entrants.</li> <li>○ Further develop Industry partnerships on innovation through MoU and IPCs.</li> <li>○ Further develop synergies between Scientific, Research and Innovation Activities.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Excessive knowledge gap on Innovation between Agency Staff and Industry (Agency credibility at stake).</li> <li>– Inability to adapt the Agency framework (regulations, processes) to deal with innovation (Industry competitiveness at stake).</li> <li>– Failure to identify certain safety and business risks related to innovation.</li> </ul>	
Strategic Objectives	#4	
Principal Funding Source	Mix of EU contribution and F&C	

Research		
Objective	Implement the research and innovation strategy that supports the needs of the European Plan of Aviation Safety (EPAS), the wider aviation industry/ research community, and the development of key activities and competences of the Agency.	<b>2004-Open End</b>
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ 1st extension of the EC – EASA contribution agreement to implement the selected Agency’s research priorities (delegation of budget).</li> <li>○ Roles of the Agency in the future Public-Private research partnerships under the EU research and innovation programme (2021-2027) established.</li> <li>○ Publication of the 1st joint aviation research agenda with key public sector organisations (research centres, NAA, universities).</li> <li>○ Implementation of the EASA PhD scheme with association of universities: 1st series of PhD collaborations agreed.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Implement 1st and 2nd Research Contribution Agreements with the European Commission (and, if agreed, commence preparatory tasks for the 3rd Contribution Agreement).</li> <li>○ Commence EASA contributions to the Clean Aviation Programme and establish working methods with all relevant stakeholders.</li> </ul>	

	<ul style="list-style-type: none"> <li>○ Deliver EASA contributions to European public funded research projects.</li> <li>○ Establish a technology monitor function to contribute to strategic decision making and the strategic competency development.</li> <li>○ Contribute to competency management through research dissemination and delivery of knowledge sharing actions.</li> <li>○ Contribute to and deliver research actions for the sustainable aviation programme, drones programme, AI roadmap and hydrogen roadmap.</li> <li>○ Implement EASA PhD scheme with association of universities.</li> </ul>
Risks	– Inability to adapt the Agency processes to effectively support research actions and obtain tangible benefits.
Strategic Objectives	#4 [Contributes to #2]
Principal Funding Source	EU contribution



Health Certification		
Objective	Enhance crisis resilience and mitigate health safety threats in aviation by engaging in “Aviation Health Safety Certification”.	<b>2022-Open End</b>
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ N/A – New Engagement 2022+.</li> </ul>	Expected Result: N/A
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Review which passive/active protection can be implemented on the flying fleet and under which conditions.</li> <li>○ Define baseline health safety threats.</li> <li>○ Develop Design Specifications.</li> <li>○ Identify approval formats adapted to the type of protection.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>– Limited acceptance by national systems of Agency actions interacting with public health matters.</li> <li>– Excessive knowledge gap on Aviation Health safety needs between Agency Staff, Industry, and other regulatory organisations (Agency credibility at stake).</li> <li>– Inability to adapt the Agency framework (regulations, processes) to deal with health safety threats in aviation (Agency credibility and Industry competitiveness at stake).</li> <li>– Failure to identify certain safety and business risks related to Health Safety on board of aircraft.</li> </ul>	
Strategic Objectives	#1 [Contributes to #4 & #5]	
Principal Funding Source	Mix of EU contribution and F&C	



State and Military Aviation Programme		
Objective	Maintain the necessary relationship with European State and Military Aviation Authorities, and the European Defence Agency (EDA), OCCAR (Organisation for Joint Armament Cooperation) and NATO, as appropriate for the discharge of the Agency's tasks, in accordance with Regulation (EU) 2018/1139, all conducive to improve flight safety and security in Europe.	<b>2020-Open End</b>
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>○ Continue commitment to airworthiness for state aircraft and military, dual-use platforms and civil derivatives.</li> <li>○ Implement of NATO Roadmap according commonly defined items.</li> <li>○ Implement work programme with the European Defence Agency, focus on Single European Sky (SES) and ATM rulemaking.</li> <li>○ <i>Follow-up on von der Leyen's Commission objectives on Defence Industry (TARGET CANCELLED).</i></li> <li>○ Reiterate bilateral arrangements with European national aviation authorities and military organisations.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>○ Continue commitment to airworthiness for state aircraft, dual-use platforms and civil derivatives.</li> <li>○ Implement of NATO Roadmap according commonly defined items.</li> <li>○ Implement work programme with the European Defence Agency, focus on Single European Sky (SES) and ATM rulemaking.</li> <li>○ Follow-up and support on EC initiatives on States and military aviation domains.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>- Lack of common understanding of military and defence operational and legal concerns.</li> <li>- Lack of appropriate expertise and processes to treat military related certification.</li> <li>- Lack of qualified staff members and adopted process to deal with classified information and sensitive non-classified information.</li> </ul>	
Strategic Objectives	#1	
Principal Funding Source	Mix of EU contribution and F&C	



Transformation & CORAL Programme (Destination: Future-Proof)		
Objective	The Agency has simplified and digitalised its working methods, reorienting activities to support industry recovery, reducing costs and increasing productivity to align with stable staffing.	<b>2021-2023</b> Destination <b>FUTURE-PROOF</b> Powered by CORAL
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>Redesigned and digitalised process for the approval of organisations, generating efficiency gains through a reduction in effort (FTE) of at least 2% compared to 2019.</li> <li>Digital service for pilot licences released (Regulation (EU) 2018/1139 Article 74).</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>Streamlined rulemaking procedure adopted by Management Board.</li> <li>Rationalised EPAS focussing on coordinated priority actions by regulatory domain.</li> <li>New app to manage stakeholder consultations.</li> <li>Pre-application support for innovative product designs.</li> <li>Effort spent on corporate planning and procurement reduced by up to 25%.</li> </ul>	
Risks	– Shortage of programme and project management staff and/or subject matter experts to support transformation initiatives due to other priorities.	
Strategic Objectives	#5	
Principal Funding Source	Mix of EU contribution and F&C	

digital Licence for Aviation Pilot (dLAP) Project		
Objective	Facilitate digital interaction between licensing authorities and pilots/business for high quality services and cross-border interoperability, developing a financially self-sustained IT solution.	<b>2018-2022</b>
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>Initiate the development of a dLAP App based on the requirements already developed in the Proof of Concept.</li> <li>14 Members States have committed to participate.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>Complete Rulemaking tasks allowing for full digital licences.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>Uncoordinated development of standards leading to fragmented dLAP implementation.</li> <li>Insufficient development of the EU dLAP project leaving ICAO Annex I evolutions not considering the EU needs.</li> <li>Insufficient number of Member States committed to make the initiative viable.</li> </ul>	
Strategic Objectives	#3 [Contributes to #4]	
Principal Funding Source	EU contribution + Potential EASA Member State contribution (under discussion)	

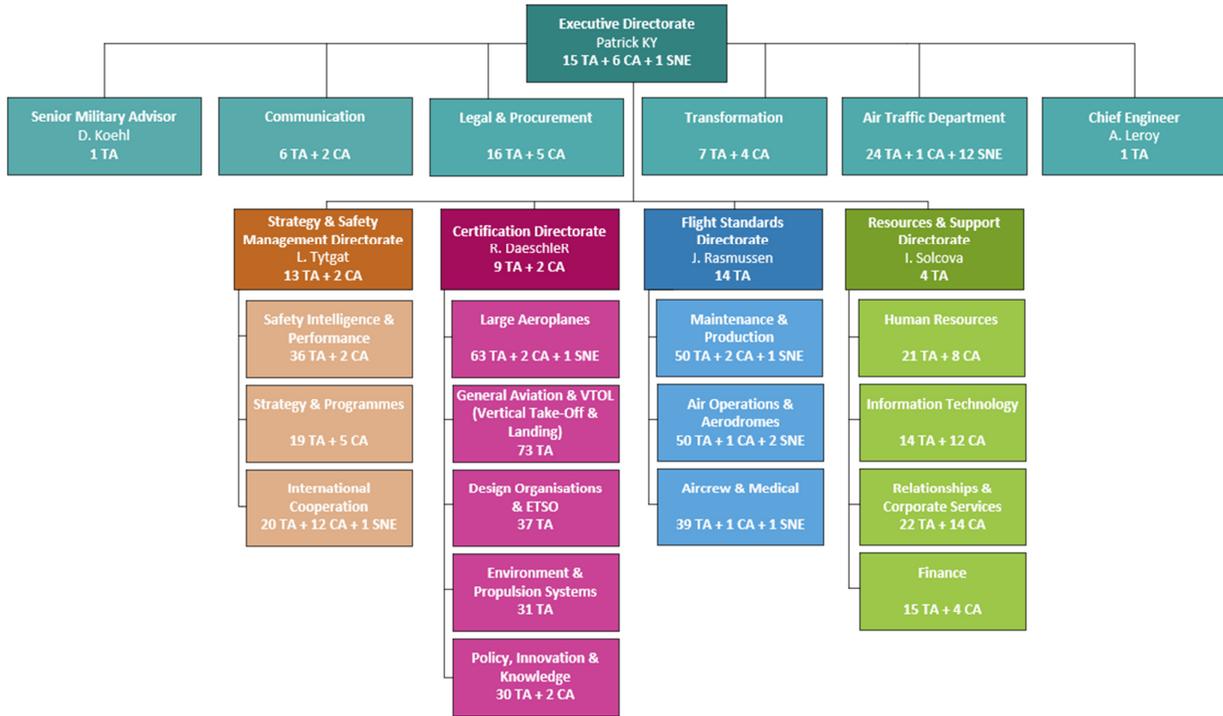
European Big Data Programme – Data4Safety (D4S)		
Objective	<i>Proof-of-Concept Phase: Launch and deliver the proof-of-concept phase of the European Big Data Programme “Data4Safety”. This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support the European Plan of Aviation Safety.</i>	2016-2021 (Proof of Concept Phase) 2022-2025 (Development Phase)

	Development Phase: Building on the outcomes of its Proof-of-Concept phase (2016-2021), Data4Safety aims to provide a Big Data Platform and Analysis capability at European scale and level, including a structural link with ECCAIRS2 that enables analytics and insights from the European Central Repository safety data (ECR as per Regulation (EU) 376/2014).	
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>Deliver the Use Cases of the Proof-of-Concept phase of the Data4Safety programme.</li> <li>Finalize the data protection model of the Programme adapted for the long-term run of Data4Safety.</li> <li>Enable the sharing with the Programme of the data sources contemplated for Data4Safety Proof of Concept phase.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>Based on the outcome of the proof-of-concept phase, follow-up phase, further developing the scope of the proof of concept, to be prepared to support the start of an operational/run phase Programme at the horizon 2024/2025. This will include a structural link with ECCAIRS2 that enables analytics and insights from the European Central Repository safety data (ECR as per Regulation (EU) 376/2014).</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>Maintaining the required level of trust among the participants to the Programme.</li> <li>Securing funding for the next phases of the Programme.</li> <li>Defining and implementing an adapted model to run the Programme efficiently at scale while ensuring an efficient and fair share of the required contributions across the Programme Sponsors, Members and Partners.</li> </ul>	
Strategic Objectives	#4	
Principal Funding Source	EU grants + F&C accumulated reserve + in-kind contribution (expertise time and data sources shared with the Programme) from programme members	

ECCAIRS 2 (E2)		
Objective	Develop, maintain and operate a software solution suite in coordination with the EASA Member States to support the implementation of the Occurrence Reporting Processing procedures of Industry & Members States as per Regulations (EU) 376/2014. Further develop ECCAIRS E2 solution features as requested by the Industry/MS at the inception of the ECCAIRS 2 programme.	2022-2023
Targets / Outputs 2021	<ul style="list-style-type: none"> <li>Develop agreed requested features of E2 as per the Development Roadmap 2021 as agreed by the Governance bodies.</li> </ul>	Expected Result: 
Targets / Outputs 2022	<ul style="list-style-type: none"> <li>Establish the Development Roadmap 2022 in agreement with the Governance bodies.</li> <li>Further develop the agreed requested features of E2 as per the Development Roadmap 2022 as agreed by the Governance bodies and deploy a monthly “sprint version” in E2 Production.</li> <li>Continue to Operate and Support the in-place E2 Production solution as it incrementally evolves over time.</li> </ul>	
Risks	<ul style="list-style-type: none"> <li>Potential change of IT contractor and associated business continuity.</li> <li>Potential additional State “national” Data protection rules could emerge as the MS onboarding processes advance.</li> <li>Securing funding of the CAPEX (Development).</li> </ul>	
Strategic Objectives	#4	
Principal Funding Source	Mix of EU contribution and F&C	

# IV Annexes

## I. Organisation Chart



## II. Resource Allocation per Activity

		SPD 22/25 - Year 2022 <sup>(3)</sup>			SPD 22/25 - Year 2023 <sup>(3)</sup>			SPD 22/25 - Year 2024 <sup>(3)</sup>			SPD 22/25 - Year 2025 <sup>(3)</sup>		
values in:		TA <sup>(1)</sup>	CA & SNE <sup>(1)</sup>	Budget	TA <sup>(1)</sup>	CA & SNE <sup>(1)</sup>	Draft Budget	TA <sup>(1)</sup>	CA & SNE <sup>(1)</sup>	Envisaged	TA <sup>(1)</sup>	CA & SNE <sup>(1)</sup>	Envisaged
(1) Workforce (Heads)				2022 <sup>(2)</sup>			2023 <sup>(2)</sup>			2024 <sup>(2)</sup>			2025 <sup>(2)</sup>
(2) Expenses €million													
Fees & Charges	Revenue F&C & Other Income			+120,76			+129,27			+125,13			+126,82
	<i>Product Certification</i>	300	38	-74,38	302	37	-75,18	304	37	-76,26	302	37	-78,75
	<i>Organisation Approvals</i>	129	20	-49,76	133	20	-51,39	135	20	-52,63	136	20	-53,34
	<b>Total F&amp;C</b>	<b>429</b>	<b>58</b>	<b>-3,38</b>	<b>435</b>	<b>57</b>	<b>+2,70</b>	<b>438</b>	<b>57</b>	<b>-3,76</b>	<b>439</b>	<b>57</b>	<b>-5,28</b>
Subsidy and other Contributions	EU Subsidy			+39,68			+40,47			+41,28			+42,11
	third country contribution			+2,52			+2,63			+2,68			+2,74
	Other income			+0,41			+0,39			+0,39			+0,39
	<i>Third Country Operators</i>	14	2	-2,24	14	2	-2,31	14	2	-2,40	14	2	-2,45
	<i>Standardisation</i>	51	7	-11,63	51	7	-11,59	51	7	-12,11	51	7	-12,40
	<i>EU Ramp Inspection</i>	3	2	-0,71	3	2	-0,71	1	2	-0,71	1	2	-0,73
	<i>Rulemaking</i>	69	22	-12,34	68	22	-12,83	67	22	-13,00	68	22	-13,31
	<i>Int'l Cooperation</i>	22	21	-4,18	23	20	-4,96	22	21	-5,32	22	21	-5,12
	<i>Safety Intel. &amp; Performance</i>	42	6	-11,52	42	6	-11,09	41	6	-10,80	41	6	-11,22
<b>Total Subsidy &amp; Other Contributions</b>	<b>201</b>	<b>60</b>	<b>-</b>	<b>200</b>	<b>59</b>	<b>-</b>	<b>196</b>	<b>59</b>	<b>+0,00</b>	<b>196</b>	<b>59</b>	<b>+0,00</b>	
<b>Grand-Total</b>	<b>630</b>	<b>118</b>	<b>-3,38</b>	<b>635</b>	<b>116</b>	<b>+2,70</b>	<b>634</b>	<b>116</b>	<b>-3,76</b>	<b>635</b>	<b>116</b>	<b>-5,28</b>	

- (1) **Workforce:** The value of TA and CA & SNE represents the indicative workforce (heads) per activity (core + support resources). Support resources are allocated to the core activities (profit centres of F&C and Subsidy) according to a similar allocation key methodology as applied to costs. NB: The workforce figures presented are based on actual employed staff and are below the establishment plan figures in Annex IV, whereby the establishment plan represents the total staffing permitted in each grade and is currently not fully expended.
- (2) **Expenses:** Values in million EUR. The F&C figures are presented without the effect on the F&C Accumulated surplus (BL 702 & BL 5000) as well as the Title 4 - EARMA Activities considered as a sum zero. Figures do include the Working Budget addition on BL3000 Outsourcing of certification activities.
- (3) **Resource Allocation:** The above split/allocation by activities is indicative, in case of major disruptive factors such as acute environmental, health and/or safety issues, e.g. accidents or serious incidents, the Agency may re-direct resources as required (potentially also impacting the achievement of related objectives and metrics).

### III. Financial Resources

#### Section 1 – Revenues

##### General Revenues

Revenues (in €)	2020	2021	2022		2023	2024	2025
	Executed	Estimated by the Agency <sup>(1)</sup>	Authorised budget	Budget Forecast	Draft Budget Agency Request	Envisaged	Envisaged
EU contribution	37.954.000	38.899.567	39.678.000	39.678.000 <sup>(3)</sup>	40.472.000 <sup>(3)</sup>	41.281.000 <sup>(3)</sup>	42.106.620 <sup>(3)</sup>
Other revenue	161.421.830	174.578.540	174.820.000	184.587.965	189.809.451	188.417.873	186.401.520
<b>Total revenues</b>	<b>199.375.830</b>	<b>213.478.106</b>	<b>214.498.000</b>	<b>224.265.965</b>	<b>230.281.451</b>	<b>229.698.873</b>	<b>228.508.140</b>

REVENUES (in €)	General revenues								
	Executed 2020 <sup>(2)</sup>	Estimated by the Agency 2021 <sup>(1)</sup>	Budget 2022		VAR 2022/2021	Draft Budget 2023	VAR 2023/2022	Envisaged 2024	Envisaged 2025
			Authorised budget	Budget Forecast					
<b>1 REVENUE FROM FEES AND CHARGES</b>	106.504.271	110.071.001	111.686.000	120.435.031	+ 9,4 %	128.948.118	+7,1%	124.804.441	126.495.984
<b>2. EU CONTRIBUTION</b>	37.954.000	38.899.567	39.678.000	39.678.000 <sup>(3)</sup>	+ 2,0 %	40.472.000 <sup>(3)</sup>	+2,0%	41.281.000 <sup>(3)</sup>	42.106.620 <sup>(3)</sup>
<i>of which assig. revenues from previous years surpluses <sup>(1)</sup></i>	-	-	2.352.620	-	-	-	-	-	-
<b>3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)</b>	2.362.574	2.650.363	2.648.000	2.519.829	- 4,9 %	2.630.486	+4,4%	2.683.000	2.737.000
<b>4 OTHER CONTRIBUTIONS</b>	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>	-	-	<i>p.m.</i>	.	<i>p.m.</i>	<i>p.m.</i>
<b>5 ADMINISTRATIVE OPERATIONS</b>	559.873	509.071	515.000	500.000	- 1,8 %	500.000	-	500.000	500.000
<b>6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT</b>	492.396	450.000	450.000	235.000	- 47,8 %	210.000	-10,6%	210.000	210.000
<b>7 CORRECTION OF BUDGETARY IMBALANCES</b>	51.502.716	60.898.105	59.521.000	60.898.105	-	57.520.848	-5,5%	60.220.433	56.458.536
<b>TOTAL REVENUES</b>	<b>199.375.830</b>	<b>213.478.106</b>	<b>214.498.000</b>	<b>224.265.965</b>	<b>+ 5,1 %</b>	<b>230.281.451</b>	<b>+2,7%</b>	<b>229.698.873</b>	<b>228.508.140</b>

(1) Reflects stand as per Budget Monitoring Exercise BME2 performed in Q2/3 2021. The 2021 provisional executed will be updated in Jan 2022.

(2) In 2020, 855.256€ of the total budget outturn of 3.207.876€ was used to offset the remaining negative balance from 2016 (further to 600.083€ in 2018 & 139.830€ in 2019) as a result, "zero" is presented for 2020 & 2021.

(3) Additional funding (1.8M€ and 1 FTE/Post) for the Agency in support of Sustainable Aviation Fuel objectives and new tasks under the RefuelEU legislation is currently under discussion and are both pending decision by the legislator. Any changes to funding impacting the 2022 shall be included in an amending budget in 2022 accordingly.

**Additional EU Funding: Grant, Contribution and Service-Level Agreements**

REVENUES (in €)	2020	2021	2022	2022	2023	2024	2025
	Executed	Estimated by Agency <sup>(1)</sup>	Authorised budget	Budget forecast	Draft Budget Forecast	Envisaged	Envisaged
<b>TOTAL REVENUES</b>	25.295.305	27.056.750	p.m.	41.856.811	41.226.811	41.226.811	43.426.811

(1) Reflects stand as per Budget Monitoring Exercise BME2 performed in Q2/3 2021. The 2021 provisional executed will be updated in Jan 2022.

REVENUES (in €)	Additional EU funding: grant, contribution and service-level agreements								
	Executed 2020	Estimated by the Agency 2021 <sup>(1)</sup>	Budget 2022		VAR 2022/2021	Draft Budget 2023	VAR 2023/2022	Envisaged 2024	Envisaged 2025
			Authorised budget	Budget Forecast					
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)	3.202.050	5.980.382	p.m.	4.824.585	-19,3%	3.300.000	-20,3%	3.300.000	5.500.000
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	22.093.255	21.076.368	p.m.	36.982.226	+75,5%	37.926.811	+2,6%	37.926.811	37.926.811
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)			p.m.	50.000	-		-100,0%		
<b>TOTAL</b>	<b>25.295.305</b>	<b>27.056.750</b>	<b>p.m.</b>	<b>41.856.811</b>	<b>+54,7%</b>	<b>41.226.811</b>	<b>-1,4%</b>	<b>41.226.811</b>	<b>43.426.811</b>

(1) Reflects stand as per Budget Monitoring Exercise BME2 performed in Q2/3 2021. The 2021 provisional executed will be updated in Jan 2022.

## Section 2 - Expenditure

Expenditure (in €)	Executed 2020*	Estimated by the Agency 2021 <sup>(1)</sup>	Authorised budget 2022	Agency Budget forecast 2022		Agency Request Draft Budget 2023		Envisaged 2024	
	Commitment appropriations	Commitment appropriations	Commitment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	97.156.000	98.231.542	96.667.000	101.362.694	101.362.694	105.587.592	105.587.592	108.908.618	108.908.618
Title 2 - Infrastructure and operating expenditure	19.272.816	22.937.489	23.518.000	26.176.430	26.176.430	27.339.382	27.339.382	27.776.341	27.776.341
Title 3 - Operational expenditure <sup>(2)</sup>	24.463.456	30.317.944	39.417.000	39.205.993	39.205.993	37.134.045	37.134.045	36.555.378	36.555.378
<b>Total expenditure <sup>(2)</sup></b>	<b>140.892.272 <sup>(3)</sup></b>	<b>151.486.975</b>	<b>159.602.000</b>	<b>166.745.118</b>	<b>166.745.118</b>	<b>170.061.019</b>	<b>170.061.019</b>	<b>173.240.337</b>	<b>173.240.337</b>

(1) Reflects stand as per Budget Monitoring Exercise BME2 performed in Q2/3 2021. The 2021 provisional executed will be updated in Jan 2022.

(2) "Title 4 Special Operations Programmes" and "Title 5 Other Expenditure" not included for better comparison against the planned periods (columns) but is included in the published budget execution documents accordingly.

(3) In Annual Accounts 2020 (as per Accrual Accounting methodology – IPSAS principles), the "Operating Expenses" amounted 148,90 Mio EUR.

**Commitment Appropriations Total EASA (Fees & Charges + EU Contribution)**

Expenditure (in €)	General revenues								
	Executed 2020	Estimated by the Agency 2021 <sup>(1)</sup>	Budget 2022		VAR 2022/2021	Draft Budget 2023	VAR 2023/2022	Envisaged 2024	Envisaged 2025
			Authorised budget	Budget Forecast					
<b>Title 1 Staff Expenditure</b>	<b>97.156.000</b>	<b>98.231.542</b>	<b>96.667.000</b>	<b>101.362.694</b>	+3,2%	<b>105.587.592</b>	+4,2%	<b>108.908.618</b>	<b>112.016.393</b>
Salaries & allowances	82.743.472	80.337.169	82.867.000	81.750.437	+1,8%	85.075.870	+4,1%	88.300.817	90.533.297
- of which establishment plan posts	76.198.873	73.627.804	76.394.000	73.687.238	+0,1%	76.695.189	+4,1%	79.653.559	81.716.313
- of which external personnel	6.544.599	6.709.365	6.473.000	8.063.199	+20,2%	8.380.681	+3,9%	8.647.258	8.816.984
Expenditure relating to Staff recruitment	814.059	561.405	348.000	958.177	+70,7%	979.862	+2,3%	1.036.660	1.040.521
Employer's pension contributions	8.532.649	9.124.000	8.200.000	9.584.258	+5,0%	10.248.833	+6,9%	9.914.224	10.506.472
Socio-medical infrastructure	186.619	3.045.657	270.000	3.209.035	+5,4%	3.280.505	+2,2%	3.401.271	3.486.544
Training	138.207	347.247	600.000	562.170	+61,9%	557.656	-0,8%	562.142	560.929
External Services	59.057	-	100.000	-	-	-	-	-	-
Receptions and events	50.733	29.994	88.000	157.000	+423,4%	157.000	-	157.000	157.000
Social welfare	4.631.204	4.786.070	4.194.000	5.141.618	+7,4%	5.287.866	+2,8%	5.536.505	5.731.630
<b>Title 2 Infrastruct. &amp; operating expenditure</b>	<b>19.272.816</b>	<b>22.937.489</b>	<b>23.518.000</b>	<b>26.176.430</b>	+14,1%	<b>27.339.382</b>	+4,4%	<b>27.776.341</b>	<b>28.742.448</b>
Rental of buildings and associated costs	9.583.652	9.796.838	10.185.000	10.279.530	+4,9%	10.399.182	+1,2%	10.416.141	10.787.948
Information & communication technology	8.664.736	12.067.674	12.001.000	14.447.000	+19,7%	15.187.000	+5,1%	15.587.000	16.167.000
Movable property and associated costs	132.054	228.003	201.000	336.000	+47,4%	287.000	-14,6%	288.000	289.000
Current administrative expenditure	779.925	700.423	955.000	939.900	+34,2%	1.289.200	+37,2%	1.304.200	1.314.500
Postage / Telecommunications	112.449	144.551	176.000	174.000	+20,4%	177.000	+1,7%	181.000	184.000
<b>Title 3 Operational expenditure</b>	<b>24.463.456</b>	<b>30.317.944</b>	<b>39.417.000</b>	<b>39.205.993</b>	+29,3%	<b>37.134.045</b>	-5,3%	<b>36.555.378</b>	<b>36.565.378</b>
Certification activities	18.125.910	18.135.750	23.977.000	23.104.399	+27,4%	23.313.600	+0,9%	24.452.934	24.452.934
Standardisation activities	105.167	7.000	112.000	90.000	+1185,7%	90.000	-	90.000	90.000
Development data base	972.045	2.097.226	1.978.000	2.710.000	+29,2%	2.510.000	-7,4%	2.510.000	2.510.000
Communication and publication	213.301	398.726	425.000	518.000	+29,9%	453.000	-12,5%	478.000	453.000
Meeting expenses	147.285	459.042	862.000	821.244	+78,9%	846.244	+3,0%	828.244	858.244
Translation and interpretation costs	11.469	3.000	-	16.000	+433,3%	16.000	-	13.000	13.000
Rule Making activities	1.549.006	952.282	1.254.000	1.370.000	+43,9%	1.245.000	-9,1%	1.145.000	1.145.000
Mission, entertainment and rep. expenses	1.318.726	2.089.825	5.852.000	4.891.350	+134,1%	5.245.200	+7,2%	5.243.200	5.243.200
Technical training	308.852	858.140	715.000	850.000	-0,9%	850.000	-	850.000	850.000
ED and strategic activities	1.711.695	5.316.953	4.242.000	4.835.000	-9,1%	2.565.000	-46,9%	945.000	950.000
<b>Title 4 Special Operation Programmes</b>	<b>14.849.727</b>				-		-		
<b>Title 5 Other expenditures</b>		<b>61.991.131</b>	<b>54.897.000</b>	<b>57.520.848</b>	<b>-7,2%</b>	<b>60.220.433</b>	<b>+4,7%</b>	<b>56.458.536</b>	<b>51.183.921</b>
<b>Total expenditure</b>	<b>155.741.999</b>	<b>213.478.106</b>	<b>214.499.000</b>	<b>224.265.965</b>	<b>+5,1%</b>	<b>230.281.451</b>	<b>+2,7%</b>	<b>229.698.873</b>	<b>228.508.140</b>

(1) Reflects stand as per Budget Monitoring Exercise BME2 performed in Q2/3 2021. The 2021 provisional executed will be updated in Jan 2022.

**Commitment Appropriations Fees & Charges**

Expenditure Fees & Charges (in €)	General revenues								
	Executed 2020	Estimated by the Agency 2021 <sup>(1)</sup>	Budget 2022		VAR 2022/2021	Draft Budget 2023	VAR 2023/2022	Envisaged 2024	Envisaged 2025
			Authorised budget	Budget Forecast					
<b>Title 1 Staff Expenditure</b>	<b>68.152.580</b>	<b>68.712.918</b>	<b>67.493.000</b>	<b>73.301.762</b>	+6,7%	<b>76.689.288</b>	+4,6%	<b>78.761.881</b>	<b>81.306.256</b>
Salaries & allowances	55.800.131	53.783.918	55.546.000	57.019.506	+6,0%	59.523.551	+4,4%	61.699.565	63.443.593
- of which establishment plan posts	52.311.961	49.919.332	51.917.000	51.643.122	+3,5%	53.883.849	+4,3%	55.928.997	57.544.166
- of which external personnel	3.488.170	3.864.585	3.629.000	5.376.383	+39,1%	5.639.702	+4,9%	5.770.568	5.899.427
Expenditure relating to Staff recruitment	484.465	340.987	232.000	638.894	+87,4%	659.389	+3,2%	691.752	696.195
Employer's pension contributions	8.532.649	9.124.000	8.200.000	9.584.258	+5,0%	10.248.833	+6,9%	9.914.224	10.506.472
Socio-medical infrastructure	123.040	2.042.018	180.000	2.139.722	+4,8%	2.207.586	+3,2%	2.269.741	2.332.784
Training	91.154	230.717	400.000	373.527	+61,9%	373.398	-0,0%	373.997	374.057
External Services	38.844	-	67.000	-	-	-	-	-	-
Receptions and events	33.502	19.964	69.000	117.527	+488,7%	118.110	+0,5%	118.061	118.400
Social welfare	3.048.795	3.171.313	2.799.000	3.428.330	+8,1%	3.558.420	+3,8%	3.694.541	3.834.756
<b>Title 2 Infrastruct. &amp; operating expendit.</b>	<b>12.691.946</b>	<b>15.190.735</b>	<b>15.667.000</b>	<b>17.332.497</b>	<b>+14,1%</b>	<b>18.109.190</b>	<b>+4,5%</b>	<b>18.414.263</b>	<b>19.059.944</b>
Rental of buildings and associated costs	6.394.333	6.497.765	6.792.000	6.806.502	+4,8%	6.888.260	+1,2%	6.905.357	7.153.799
Information & communication technology	5.677.809	8.065.816	8.017.000	9.565.956	+18,6%	10.059.637	+5,2%	10.333.367	10.720.803
Movable property and associated costs	87.086	151.064	139.000	222.480	+47,3%	190.104	-14,6%	190.929	191.644
Current administrative expenditure	458.557	380.203	602.000	622.347	+63,7%	853.946	+37,2%	864.616	871.683
Postage / Telecommunications	74.161	95.886	117.000	115.213	+20,2%	117.242	+1,8%	119.994	122.016
<b>Title 3 Operational expenditure</b>	<b>21.477.671</b>	<b>26.318.334</b>	<b>33.634.000</b>	<b>33.500.443</b>	<b>+27,3%</b>	<b>31.771.008</b>	<b>-5,2%</b>	<b>31.714.232</b>	<b>31.728.153</b>
Certification activities	18.093.613	18.135.750	23.977.000	23.104.399	+27,4%	23.313.600	+0,9%	24.452.934	24.452.934
Standardisation activities	64.047	-	-	-	-	-	-	-	-
Development data base	613.864	1.522.671	1.065.000	1.328.348	-12,8%	1.193.678	-10,1%	1.205.423	1.204.368
Communication and publication	150.246	279.000	306.000	383.479	+37,4%	337.107	-12,1%	355.549	337.961
Meeting expenses	116.537	386.288	438.000	564.482	+46,1%	586.607	+3,9%	568.613	598.733
Translation and interpretation costs	7.923	2.105	-	13.403	+536,8%	13.442	+0,3%	10.438	10.460
Rule Making activities	151.186	78.081	-	458.990	+487,8%	331.154	-27,9%	331.002	331.992
Mission, entertainment and rep. expenses	1.084.264	1.775.522	4.453.000	3.929.425	+121,3%	4.209.932	+7,1%	4.210.682	4.211.760
Technical training	195.991	548.358	455.000	571.028	+4,1%	576.219	+0,9%	579.590	579.945
ED and strategic activities	1.000.000	3.590.557	2.940.000	3.146.889	-12,4%	1.209.269	-61,6%	-	-
<b>Title 4 Special Operation Programmes</b>	<b>14.849.727</b>				-		-		
<b>Title 5 Other expenditures</b>		<b>61.991.131</b>	<b>54.897.000</b>	<b>57.520.848</b>	<b>-7,2%</b>	<b>60.220.116</b>	<b>+4,7%</b>	<b>56.458.536</b>	<b>51.183.921</b>
<b>Total expenditure</b>	<b>117.171.924</b>	<b>172.213.118</b>	<b>171.691.000</b>	<b>181.655.551</b>	<b>+5,5%</b>	<b>186.789.936</b>	<b>+2,8%</b>	<b>185.348.912</b>	<b>183.278.275</b>

(1) Reflects stand as per Budget Monitoring Exercise BME2 performed in Q2/3 2021. The 2021 provisional executed will be updated in Jan 2022.

## Commitment Appropriations EU Contribution

Expenditure (in €)	General revenues								
	Executed 2020	Estimated by the Agency 2021 <sup>(1)</sup>	Budget 2022		VAR 2022/2021	Draft Budget 2023	VAR 2023/2022	Envisaged 2024	Envisaged 2025
			Authorised budget	Budget Forecast					
<b>Title 1 Staff Expenditure</b>	<b>29.003.420</b>	<b>29.518.624</b>	<b>29.174.000</b>	<b>28.060.932</b>	-4,9%	<b>28.898.305</b>	+3,0%	<b>30.146.738</b>	<b>30.710.137</b>
Salaries & allowances	26.943.341	26.553.251	27.321.000	24.730.931	-6,9%	25.552.320	+3,3%	26.601.252	27.089.704
- of which establishment plan posts	23.886.912	23.708.472	24.477.000	22.044.115	-7,0%	22.811.340	+3,5%	23.724.562	24.172.148
- of which external personnel	3.056.429	2.844.780	2.844.000	2.686.816	-5,6%	2.740.979	+2,0%	2.876.690	2.917.557
Expenditure relating to Staff recruitment	329.594	220.418	116.000	319.283	+44,9%	320.473	+0,4%	344.908	344.326
Employer's pension contributions	-	-	-	-	-	-	-	-	-
Socio-medical infrastructure	63.579	1.003.639	90.000	1.069.313	+6,5%	1.072.920	+0,3%	1.131.530	1.153.760
Training	47.053	116.530	200.000	188.643	+61,9%	184.257	-2,3%	188.145	186.872
External Services	20.213	-	33.000	-	-	-	-	-	-
Receptions and events	17.231	10.030	19.000	39.473	+293,6%	38.890	-1,5%	38.939	38.600
Social welfare	1.582.409	1.614.756	1.395.000	1.713.288	+6,1%	1.729.445	+0,9%	1.841.964	1.896.874
<b>Title 2 Infrastruct. &amp; operating expendit.</b>	<b>6.580.870</b>	<b>7.746.754</b>	<b>7.851.000</b>	<b>8.843.933</b>	<b>+14,2%</b>	<b>9.230.192</b>	<b>+4,4%</b>	<b>9.362.078</b>	<b>9.682.504</b>
Rental of buildings and associated costs	3.189.319	3.299.073	3.393.000	3.473.028	+5,3%	3.510.922	+1,1%	3.510.784	3.634.149
Information & communication technology	2.986.927	4.001.858	3.984.000	4.881.044	+22,0%	5.127.363	+5,0%	5.253.633	5.446.197
Movable property and associated costs	44.968	76.938	62.000	113.520	+47,5%	96.896	-14,6%	97.071	97.356
Current administrative expenditure	321.368	320.220	353.000	317.553	-0,8%	435.254	+37,1%	439.584	442.817
Postage / Telecommunications	38.288	48.665	59.000	58.787	+20,8%	59.758	+1,7%	61.006	61.984
<b>Title 3 Operational expenditure</b>	<b>2.985.785</b>	<b>3.999.610</b>	<b>5.783.000</b>	<b>5.705.550</b>	<b>+42,7%</b>	<b>5.363.108</b>	<b>-6,0%</b>	<b>4.841.146</b>	<b>4.837.225</b>
Certification activities	32.297	-	-	-	-	-	-	-	-
Standardisation activities	41.120	7.000	112.000	90.000	+1185,7%	90.000	-	90.000	90.000
Development data base	358.181	574.555	913.000	1.381.652	+140,5%	1.316.322	-4,7%	1.304.577	1.305.632
Communication and publication	63.055	119.726	119.000	134.521	+12,4%	115.902	-13,8%	122.451	115.039
Meeting expenses	30.844	72.753	424.000	256.762	+252,9%	259.642	+1,1%	259.631	259.512
Translation and interpretation costs	3.546	895	-	2.597	+190,1%	2.559	-1,5%	2.562	2.540
Rule Making activities	1.397.820	874.201	1.254.000	911.010	+4,2%	913.855	+0,3%	813.998	813.008
Mission, entertainment and rep. expenses	234.462	314.303	1.399.000	961.925	+206,1%	1.035.280	+7,6%	1.032.518	1.031.440
Technical training	112.861	309.782	260.000	278.972	-9,9%	273.787	-1,9%	270.410	270.055
ED and strategic activities	711.599	1.726.396	1.302.000	1.688.111	-2,2%	1.355.762	-19,7%	945.000	950.000
<b>Title 4 Special Operation Programmes</b>					-		-		
<b>Title 5 Other expenditures</b>					-		-		
<b>Total expenditure</b>	<b>38.570.075</b>	<b>41.264.988</b>	<b>42.808.000</b>	<b>42.610.415</b>	<b>+3,3%</b>	<b>43.491.605</b>	<b>+2,1%</b>	<b>44.349.962</b>	<b>45.229.865</b>

(1) Reflects stand as per Budget Monitoring Exercise BME2 performed in Q2/3 2021. The 2021 provisional executed will be updated in Jan 2022.

### Section 3 - Budget outturn and cancellation of appropriations 2019 – 2021

#### **Budget Outturn**

Budget outturn	2017	2018	2019	2020	2021 <sup>(1)</sup>
Reserve from the previous years' surplus (+)	52.306.520	54.941.682	52.194.236	51.502.716	
Revenue actually received (+)	153.422.140	155.448.594	171.554.445	173.272.955	
Payments made (-)	-139.668.275	-145.347.674	-153.642.581	-147.324.673	
Carryover of appropriations (-)	-87.727.448	-89.714.506	-98.440.633	-112.560.794	
Cancellation of appropriations carried over (+)	239.830	134.108	414.361	604.267	
Adjust. for carryover of assigned revenue approp. from previous year (+)	21.526.364	25.222.376	28.098.956	37.632.144	
Exchange rate differences (+/-)	-6.974	-24.497	-38.954	-1.727	
Adjustment for negative balance from previous year <sup>(2)</sup>		-660.083*	-139.830*	-855.256	
<b>TOTAL</b>	<b>92.157</b>	<b>-</b>	<b>-</b>	<b>2.254.089</b>	

(1) To be updated with provisional budget execution in January 2022

(2) The positive Budget outturn of 2018, 2019 as well as part of 2020 were used to (fully) offset the negative balance from 2016.

#### **Cancellation of Commitment Appropriations and Payment Appropriations:**

In 2020, 1.577.500€ have been cancelled on C1 appropriations resulting in a budget implementation rate of 98.9%. 2021 budget result shall be provided in January 2022 accordingly.

Justification/Explanation	Title	Type of expense	Cancelled Appropriation
Amounts remaining on various Title 1 budget lines, the majority relates to salaries.	1	Staff	103.909
Small amounts remaining on various administrative budget lines, the majority relates to buildings and legal costs.	2	Administrative expenses	870.164
Amounts remaining on various operational budget lines, the majority relates to missions and international cooperation costs.	3	Operational expenses	603.428
		<b>Total</b>	<b>1.577.500</b>

#### **Cancellation of Payment Appropriations Carried Over:**

In 2020, 604.267€ of appropriations carried over from previous year (C8 2019) have been cancelled which represent a C8 cancellation rate of 5.46%. 2021 budget result shall be provided in January 2022 accordingly.

## IV. Human Resources Quantitative

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

#### A. Statutory staff and SNE

Staff	2020	2021 - Agency Forecast			2022	2023	2024	2025
ESTABLISHMENT PLAN POSTS	Actually filled as of Dec/2020	Authorised Budget	Fcast to be as of Dec/2021 <sup>(1)</sup>	Occupancy rate %	Budget	Draft Budget Request	Envisaged staff	Envisaged staff
Administrators (AD)	532	566	522	92%	566	566	566	566
Assistants (AST)	107	112	104	93%	112	112	112	112
Assistants/Secretaries (AST/SC)		2	0	0%	2	2	2	2
<b>TOTAL ESTABLISHMENT PLAN POSTS</b>	<b>639</b>	<b>680</b>	<b>626</b>	<b>92%</b>	<b>680</b>	<b>680</b>	<b>680</b>	<b>680</b>
EXTERNAL STAFF	Headcount	Headcount	Forecast to be <sup>1)</sup>	Execution Rate %	Envisaged	Envisaged	Envisaged	Envisaged
Contract Agents (CA)	88	106	86	81%	105	106	106	106
Seconded National Experts (SNE)	15	24	20	83%	24	24	24	24
<b>TOTAL STAFF</b>	<b>742</b>	<b>810</b>	<b>732</b>	<b>90%</b>	<b>809</b>	<b>810</b>	<b>810</b>	<b>810</b>

(1) Reflects EASA internal forecast on 27/09/2021. The 2021 executed will be updated in Jan 2022.

## B. Additional External Staff expected to be financed from Grant, Contribution or Service-Level Agreements (SLAs)

The Agency deploys staff for the successful execution of assigned Grants, Contribution Agreements and SLAs. To make use of the broad spectrum of (transversal) in-house competence, resource needs are planned at project level. During the project implementation EASA staff record their hours accordingly. The planned hours/FTE (Full time Equivalent) for the period 2022 – 2025 are as follows:

Human Resources <sup>(1)</sup>	2022	2023	2024	2025
	Envisaged FTE*	Envisaged FTE*	Envisaged FTE*	Envisaged FTE*
EASA Staff	25	25	25	25
<b>TOTAL</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

(1) See also Annex IX (Plan for Grant, Contribution or Service Level Agreements) for breakdown of planned and ongoing projects and associated resources forecasted.

## C. Other Human Resources

### Structural service providers <sup>(1)</sup>

	Actually in place as of 2021
Security	2 security guards (one guard 24h/7 days a week, second one 18h/5 days a week & 9h/ day on weekends and EASA holidays; 8,84 FTE (average in 2021))
IT	43 (depending on the ongoing procurement process)
Other (reception)	3 receptionists (each 9 h/5 days a week)- -4,2 FTEs (average in 2021)
Other (Cleaning)	11.25 FTEs
Other (Canteen)	12 FTEs
Other (Caretakers)	3 caretakers ( 3.37 FTEs)
Other (Mail)	2 persons (2 FTEs)
Other (Building Technical Maintenance)	1.89 FTEs
Other (Travel Agency)	1,35 FTEs
Other (Media Technician)	0.75 FTE

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

### Interim workers

Total FTE	2019	2020	2021 <sup>(1)</sup>
Number	16,2	7,97	4,2

(1) Reflects EASA internal forecast on 27/09/2021. The 2021 executed will be updated in Jan 2022.

## Section 2 – Multi-annual staff policy plan Year 2022, 2023 &amp; 2024

Total EASA Function group and grade	2020	2021		2022	2023	2024	2025
	Actually filled as of Dec/2020	Authorised under the EU Budget	<sup>(1)</sup> Agency Fcast for Dec/2021	Authorised under the EU Budget	Request of the Agency	Envisaged staff	Envisaged staff
	Temp. posts	Temp. posts	Temp. posts	Temp. posts	Temp. posts	Temp. posts	Temp. posts
AD 16							
AD 15	1	1	1	1	1	1	1
AD 14	2	25	2	25	25	25	25
AD 13	5	33	3	33	33	33	33
AD 12	16	66	15	66	66	66	66
AD 11	45	88	43	88	88	88	88
AD 10	74	110	71	110	110	110	110
AD 9	129	120	123	120	120	120	120
AD 8	116	78	115	78	78	78	78
AD 7	70	32	70	32	32	32	32
AD 6	49	11	53	11	11	11	11
AD 5	25	2	26	2	2	2	2
<b>AD TOTAL</b>	<b>532</b>	<b>566</b>	<b>522</b>	<b>566</b>	<b>566</b>	<b>566</b>	<b>566</b>
AST 11							
AST 10							
AST 9		1	0	1	1	1	1
AST 8	1	3	1	3	3	3	3
AST 7	1	11	1	11	11	11	11
AST 6	14	27	14	27	27	27	27
AST 5	37	28	35	28	28	28	28
AST 4	30	25	30	25	25	25	25
AST 3	18	15	17	15	15	15	15
AST 2	6	2	6	2	2	2	2
AST 1		0	0	0	0	0	0
<b>AST TOTAL</b>	<b>107</b>	<b>112</b>	<b>104</b>	<b>112</b>	<b>112</b>	<b>112</b>	<b>112</b>
AST/SC 6		0	0	0	0	0	0
AST/SC 5		0	0	0	0	0	0
AST/SC 4		0	0	0	0	0	0
AST/SC 3		1	0	1	1	1	1
AST/SC 2		1	0	1	1	1	1
AST/SC 1		0	0	0	0	0	0
<b>AST/SC TOTAL</b>		<b>2</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>TOTAL (Temp. Agents)</b>	<b>639</b>	<b>680</b>	<b>626</b>	<b>680</b>	<b>680</b>	<b>680</b>	<b>680</b>

(1) Reflects EASA internal forecast on 27/09/2021. The 2021 executed will be updated in Jan 2022.

**External personnel***Contract Agents*

Contract agents	2020	2021		2022	2023	2024	2025
	Actually filled as of <u>Dec/2020</u>	Authorised under the EU Budget	<sup>(1)</sup> Agency Forecast for Dec/2021	Authorised under the EU Budget	Request of the Agency	Envisaged staff	Envisaged staff
Function Group IV	28	36	28	36	36	36	36
Function Group III	60	68	59	68	68	68	68
Function Group II		2	0	1	2	2	2
Function Group I		0	0	0	0	0	0
<b>TOTAL (Contract Agents)</b>	<b>88</b>	<b>106</b>	<b>87</b>	<b>105</b>	<b>106</b>	<b>106</b>	<b>106</b>

(1) Reflects EASA internal forecast on 27/09/2021. The 2021 executed will be updated in Jan 2022.

*Seconded National Experts*

Seconded National Experts	2020	2021		2022	2023	2024	2025
	Actually filled as of <u>Dec/2020</u>	Authorised under the EU Budget	<sup>(1)</sup> Agency Forecast for 31/12/2021	Authorised under the EU Budget	Request of the Agency	Envisaged staff	Envisaged staff
SNE	15	24	19	24	24	24	24
<b>TOTAL (SNE)</b>	<b>15</b>	<b>24</b>	<b>19</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>

(1) Reflects EASA internal forecast on 27/09/2021. The 2021 executed will be updated in Jan 2022.

### Section 3 – Recruitment forecasts 2022 following retirement/mobility or new requested posts

Job title in the Agency	Type of contract		TA/Official		CA
	(Official, TA or CA)		Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/mobility <sup>(1)</sup>	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Project Manager - International Cooperation		1			FGIV
Project Manager - ATM		3			FGIV
Junior Professional	8				FGIV
Powerplant Expert	1		AD 5 – AD9	AD5	
Safety Assessment Expert (Panel 12)	1		AD 5 – AD 9	AD5	
Avionics Expert (Panel 6)	1		AD 5 – AD 9	AD5	
FT Engineer - Fixed Wings (Panel 1)	1			AD5	
Senior Military Advisor	1		AD 7 – AD 12	AD10	
Senior Military Expert on Conflict Zones	1		AD 7 – AD 12	AD7	
Legal Advisor	1		AD 5 – AD 9	AD5	

(1) **Number of leavers:** The above list represents the confirmed retirees for 2022. EASA anticipates between 10-16 leavers per annum based on historical data.

## V. Human Resources Qualitative

### A. Recruitment Policy

Implementing rules in place:

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

### B. Appraisal and reclassification/promotions

Implementing rules in place:

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

**Table 1 - Reclassification of TA/promotion of officials**

Grades	Average seniority in the grade among reclassified							Actual average over 5 years	Average over 5Y (According to decision C(2015)9563)
	Year 2016	Year 2017	Year 2018	Year 2019	Year 2020*	Year 2021			
AD05	4.9	4.1	3.6	3.0		2,5	3,3	2.8	
AD06	4.2	3.9	4.3	3.6		4,3	4	2.8	
AD07	3.8	4.0	4.3	3.9		4,7	4,2	2.8	
AD08	3.9	3.6	3.8	4.2		4,8	4,1	3	
AD09	5.5	4.7	5.7	5.5		5,6	5,4	4	
AD10	5.4	5.6	4.0	7.6		8,3	6,4	4	
AD11	5.0	-	5.0	-		-	5	4	
AD12	6.0	-	-	-		-	-	6.7	
AD13		-	-	-		-	-	6.7	
AST1	3.4	3.7	4.8	-		-	4,2	3	
AST2	5.4	3.4	5.3	6.1		3,5	4,6	3	
AST3	4.9	4.0	5.1	3.9		3,8	4,2	3	
AST4	4.6	3.8	4.3	4.0		4,6	4,2	3	
AST5	5.0	5.0	3.5	4.2		5,6	4,6	4	
AST6		-	6.0	5.0		7,5	6,2	4	
AST7		-	-	4.0		-	4	4	
AST8						-	-	4	
AST9						-	-	N/A	
AST10 (Sen. assistant)						-	-	5	
AST/SC1						-	-	4	
AST/SC2						-	-	5	
AST/SC3						-	-	5.9	
AST/SC4						-	-	6.7	
AST/SC5						-	-	8.3	

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

**Table 2 - Reclassification of Contract Staff\***

Function Group	Grade	Staff in activity at 31.12.2020	How many staff members were reclassified in Year 2021	Average number of years in grade of reclassified staff members (in 2021)	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17	0	-	-	Between 6 and 10 years
	16	6	0	-	Between 5 and 7 years
	15	9	1	3,0	Between 4 and 6 years
	14	12	1	3,0	Between 3 and 5 years
	13	0	-	-	Between 3 and 5 years
CA III	11	6	2	6,0	Between 6 and 10 years
	10	28	10	5,0	Between 5 and 7 years
	9	19	7	4,5	Between 4 and 6 years
	8	3	0	-	Between 3 and 5 years
CA II	6	-	-	-	Between 6 and 10 years
	5	-	-	-	Between 5 and 7 years
	4	-	-	-	Between 3 and 5 years
CA I	2	-	-	-	Between 6 and 10 years
	1	-	-	-	Between 3 and 5 years

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

## C. Gender Representation

**Table 1 - Data on 31/12/2020 /statutory staff (only officials, AT and AC)**

As of 31/12/2020		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level			94	15%	12	14%	106	15%
	Assistant level (AST & AST/SC)			85	13%	41	47%	126	17%
	Total			179	28%	53	60%	232	32%
Male	Administrator level			440	69%	16	18%	456	63%
	Assistant level (AST & AST/SC)			22	3%	19	22%	41	6%
	Total			462	72%	35	40%	497	68%
<b>Grand Total</b>				<b>641</b>	<b>100%</b>	<b>88</b>	<b>100%</b>	<b>729</b>	<b>100%</b>

**Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management<sup>12</sup>**

	2015		2020	
	Number	%	Number	%
<b>Female Managers</b>	2	8%	5	20%
<b>Male Managers</b>	23	92%	20	80%

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

- The Executive Director is a signatory to the European Commission's Women in Transport declaration on equal opportunities for women and men in the transport sector. He is also the sponsor of the HeforShe UN initiative at EASA. To promote the ambitions for the declaration the Agency has appointed a gender balance "advocate" to identify best practices and propose actions to promote gender equality. These actions intend to attract more women, and to ensure true inclusion of all staff.
- Attracting the very best people: Gender balance is taken into account as far as possible during selection procedures. EASA is systematically monitoring the gender distribution among applicants. While the data confirms that the specific technical labour market in which the Agency operates is dominated by male candidates, EASA actively reaches out for female candidates, by publishing the positions in the right forums, explicitly encouraging applications from female candidates, and drafting positions with precise information as it may affect work-life balance. In addition, and to the extent possible, selection panels include members from both genders.
- EASA is connected to the international gender balance network and participates actively in the Women in Transport Platform.
- To ensure a factual basis and to measure effectiveness of actions, there is continuous monitoring of gender disaggregated statistics and the perception of inclusion.
- EASA pursues to raise awareness of unconscious bias and counter it with female role models examples. This is achieved through regular Communications campaigns and events, and training.
- Favourable working conditions (e.g. maternity leave, part time working, flexi-leave and teleworking) were put in place, enabling staff to achieve an appropriate work-life balance.
- Note that since the appointment of the gender balance advocate the representation of women in managerial positions has increased from 16.9% to 20% in 2020.
- Since January 2020, out of the 4 Directors in the Agency, 2 are female.

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

## D. Geographical Balance

Table 1 - Data on 31/12/2020 - statutory staff only (officials, AT and AC)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	6	1,1%	1	0,6%	7	1,0%
Belgium	25	4,5%	10	6,2%	35	4,9%
Bulgaria	7	1,3%	3	1,9%	10	1,4%
Croatia	5	0,9%	1	0,6%	6	0,8%
Cyprus	3	0,5%		0,0%	3	0,4%
Czech Republic	6	1,1%	1	0,6%	7	1,0%
Denmark	4	0,7%	1	0,6%	5	0,7%
Estonia	2	0,4%		0,0%	2	0,3%
Finland	10	1,8%	2	1,2%	12	1,7%
France	115	20,9%	17	10,5%	132	18,5%
Germany	107	19,5%	59	36,4%	166	23,3%
Greece	11	2,0%	16	9,9%	27	3,8%
Hungary	5	0,9%	4	2,5%	9	1,3%
Iceland	3	0,5%		0,0%	3	0,4%
Ireland	11	2,0%	3	1,9%	14	2,0%
Italy	82	14,9%	12	7,4%	94	13,2%
Latvia	4	0,7%	2	1,2%	6	0,8%
Lithuania	3	0,5%	1	0,6%	4	0,6%
Norway	1	0,2%		0,0%	1	0,1%
Poland	9	1,6%	10	6,2%	19	2,7%
Portugal	12	2,2%	1	0,6%	13	1,8%
Romania	26	4,7%	7	4,3%	33	4,6%
Serbia	1	0,2%		0,0%	1	0,1%
Slovakia	6	1,1%	1	0,6%	7	1,0%
Slovenia	4	0,7%		0,0%	4	0,6%
Spain	56	10,2%	5	3,1%	61	8,6%
Sweden	3	0,5%	1	0,6%	4	0,6%
the Netherlands	19	3,5%	3	1,9%	22	3,1%
Unit. Kingdom	4	0,7%	1	0,6%	5	0,7%
<b>TOTAL</b>	<b>550</b>	<b>100,0%</b>	<b>162</b>	<b>100,0%</b>	<b>712</b>	<b>100,0%</b>

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

Most represented nationality	2015		2020		2021	
	Number	%	Number	%	Number	%
Germany	180	25,2%	169	22,8%	168	23,3%

(1) Reflects EASA internal forecast on 27/09/2021. The 2021 executed will be updated in Jan 2022.

## E. Schooling

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

## VI. Environment Management

In March 2020 the Agency adopted a comprehensive Sustainable Aviation Programme. This programme includes one action on “Sustainable EASA”, which will drive the Agency’s roadmap towards monitoring and managing EASA environmental footprint.

As preparatory work, a review of the building emissions as well as well as the missions was performed in 2018/2019.

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

- **Building:** Since 2016 we moved to a certified building DGNB gold (German Sustainable Building Council), with technical features such as:
  - Well water cooling, centralized ventilation with heat recovery.
  - CAT 2+ certified Data Centre with app. 85% non-active cooling.
  - LED lights in conference areas.
  - E-chargers for cars and e-bikes.
- **Utilities:** The building, located at the main Cologne public transportation hub, optimises the use of energy and water consumption, and has centralized waste collection points for team spaces. We purchase 100% renewable energy.
- **Supplies:** We implemented the Green Public Procurement (GPP) tool for the selection of contractors, and have measures in place to reduce paper and office supplies consumption.
- **Canteen & Kitchens:** Fresh/on demand cooking is offered in our canteen, with focus on local products, the reduction of disposables and a minimized use of plastic & disposable containers.
- **Transportation:** We encourage cycling and the use of public transport by subsidising the transport ticket and offer flexible working time as well as teleworking.
- **Remote working:** The Agency has also invested in videoconference facilities as an incentive to reduce business travel. Since end of 2018 all staff have WebEx licences. In 2021, additional videoconferencing equipment was installed to facilitate organization of online meetings.
- **Travel:** EASA travel policy encourages use of public transport as much as possible, for both long distance (use train instead of rental or private car) and short trips (use local transport instead of taxi or car to go to the airport). In general, for trips up to 800km, where feasible, train travel is the preferred means of transport. EASA is participant in Deutsche Bahn business customers programme, which ensures that all energy used for business travel have been powered only by electricity from renewable sources.
- **Services:** We included energy management as a service in the tender specifications of the technical facility management services to ensure optimized operation of EASA equipment. The same service is included in the contract of the landlord’s facility management service provider.

## VII. Building Policy

#	Building Name and type	Location	SURFACE AREA (m <sup>2</sup> )		RENTAL CONTRACT						grant or support
			Office space	non- office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	EASA Brussels Office	Avenue de Cortenbergh 100, 1040 Brussels	540.66 (*)	10 m <sup>2</sup> archive space + 6 indoor parking spaces	540,66 + 6 indoor parking spaces	135,951 (**)	9 years as from	Lease Agreement	y	Early break date after the end of the sixth year at midnight, 28/02/2027	No
2	Neue Direktion Köln	Konrad-Adenauer-Ufer 3, Cologne	22.077	881	22.958	6,888,028(***)	01.07.2016-30.06.2036	Lease Agreement	N		
<b>TOTAL</b>			22,618 m <sup>2</sup>	891 m <sup>2</sup> + 6 Parking Spaces	23,499 m <sup>2</sup> + 6 Parking Spaces	7.023.979					

(\*) 540,66 m<sup>2</sup> is the office space on the 1<sup>st</sup> floor of the building

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

(\*\*\*) rent indexation applicable every 2 years, next indexation as of 01.01.2023.

## VIII. Privileges and Immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
Brussels	12 months VAT free for certain types of purchases (electrical goods, furniture, car etc.) based on the same agreement between the EC and the Belgium Minister of Foreign Affairs	Access to the crèche / kindergarten, garderie post-scolaire and European Schools of the EU institutions
In the absence of a European School in Cologne, EASA signed service contracts with international schools in the Cologne area		
Agreement between EASA & KVB (the company offering public transport services in the Cologne area)	EASA is paying the school fees for children attending primary and secondary school in the international schools with which a service contract has been signed Since AUG/SEP 2021 no ceilings are applicable for staff with children enrolled in international schools with EASA service contract. However for the time period 01.09.2020-31.05.2021 the staff is subject to a monthly contribution of 2% of their net salary, notwithstanding the number of children enrolled. Further change of the school fees payment policy should follow as of 01.06.2020.	
FWC between EASA and a relocation company		

## IX. Evaluations

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

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

Every five years, the European Commission, taking into account as well the views of the Management Board and stakeholders of EASA, performs an evaluation assessing the Agency's performance in relation to its objectives, mandates and tasks.

In this regard, the last evaluation was launched in December 2017 and performed during 2018. The efficiency and robustness of EASA's SPD process was evaluated, including by way of benchmarking this process against the practice applied by other Agencies. The final evaluation report concluded very positively and was endorsed by the MB in its meeting of December 2018. With the implementation of the report's recommendations confirmed by the PAR-AG, the MB finally closed this project in its meeting of June 2019.

The next evaluation is planned to be launched in 2022, which should conclude not later than 12 September 2023.

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

EASA is organised into 5 main directorates as per the organisational chart in Annex I and structured around the following key activities/areas of operation (as outlined in Section II - Annual Work Programme) designed to ensure the successful delivery of EASA’s mandate and strategy and against which the (multi-)annual objectives/targets, performance indicators and resources are planned:

CORE & OPERATIONAL	Certification & Approvals	III.2.1. Product Certification
		III.2.2. Organisation Approvals
	Oversight & Support	III.2.3. Third Country Operators
		III.2.4. Standardisation
		III.2.5. EU Ramp Inspection Programme
	International Cooperation	III.2.6. International Cooperation
Rulemaking & Standards	III.2.7. Rulemaking	
Safety Management	III.2.8. Safety Intelligence & Performance	
SUPPORT	Govern & Enable	III.2.9. Applicant Services
		III.2.10. Corporate Processes ( <i>Legal, Procurement, Internal Audit, Quality, Planning, Research, Strategy, Communications</i> )
		III.2.11. Transversal & Enabling Activities ( <i>HR (including training and ECQB), IT, Finance, Corporate Services</i> )
STRATEGY	Strategy	III.3. Strategic Initiatives & Programmes

### EASA’s Integrated Management System

The Agency established 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, including 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.



## Planning & Reporting Cycle

The objectives, performance and resources are planned, monitored and reported through the Agency's programming cycle which coordinates and consolidates the business inputs and supports senior management to: "Plan" by establishing the single programming document (SPD) including (multi-)annual work programme and budget; "Monitor" by subsequently overseeing its performance through quarterly reporting and addressing issues through mitigating actions; and "Report" by publishing the consolidated annual activity report (CAAR) reporting the annual outputs and achievements of the Agency. Together these activities constitute one of the key elements of EASA's management cycle: plan, do, check, and act.



## Internal Control Standards

The internal control standards of the Agency are based upon best international practices and on the Internal Control Framework laid down by the Commission consisting of five internal control components and the international quality standards (ISO 9001) resulting in EASA's Management Standards.

In line with EASA's strategic statements and the EASA management standards, the Agency is committed to base its activities on the following pillars:

- **Leadership** – The Agency promotes leadership to establish unity of purpose and direction, maintaining an environment in which Agency staff can become fully involved in achieving the Agency's objectives and to proactively manage significant changes.
- **Process approach** – The Agency adopts a holistic, systemic approach to managing its processes. The Agency establishes both business and safety objectives and monitors accordingly the performance of the Integrated Management System and its processes through measurable and agreed performance indicators, with the view of delivering high quality services ensuring high safety level.
- **Continual improvement** – The Agency seeks for continual improvement of the Integrated Management System to achieve the highest level of both business and safety performance. To this end it promotes the implementation of a non-punitive internal reporting system where constructive reporting of business irregularities and safety related issues and concerns is strongly encouraged.
- **Efficiency** – The Agency seeks to secure sufficient and appropriate available resources and makes the most efficient use of them through a business, environmental and safety risk-based prioritisation, in order to offer the most effective and performant services.

- **Risk management** – The Agency commits to integrating risk management and factual approach into its decision-making processes. The Agency ensures that its business, environmental and safety risks are identified, assessed, and managed both at organisation and process level, without compromising compliance with the applicable regulatory framework. The Agency identifies external and internal changes that may have an adverse effect on the achievement of its objectives and manages related risks.
- **Safety culture:** The Agency recognises the importance of a sound safety culture, including knowledge, skills, abilities, and motivation for safety management, based on a collective commitment by managers and staff to emphasize safety over competing goals.
- **Relationship with stakeholders** – The Agency commits to establish a feedback system that allows the identification of its internal and external stakeholder expectations and satisfaction level, with the aim to better meet these expectations, without compromising aviation safety. (including when safety related)
- **Internal staff** - The Agency seeks to enhance awareness, responsibility, and competences of all staff with regards to its safety, environmental protection, and quality objectives. The Agency seeks to create the working environment and culture for the staff to achieve high levels of commitment, motivation, personal development of competences and satisfaction at the workplace.

Management assurance is ensured through the following internal controls:

- A robust internal audit capability.
- Ex-post and ex-ante controls, exceptions, and delegations of power.
- The ethical committee.
- Regular European Court of Auditors (ECA) and Internal Audit Services (IAS) audits.

## Anti-Fraud Strategy

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.

Endorsed by the EASA Management Board (MB) in 2014 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.

Updated last in 2020, the Agency's Anti-Fraud Strategy outlines 3 key objectives and actions to:

- 1) **Awareness:** Maintain & enhance anti-fraud culture underpinned by high levels of awareness, integrity, impartiality and transparency within the organisation through regular communications and compulsory e-learning training.
- 2) **Reporting:** Maintain an efficient system for internal reporting of suspected fraud or irregularities through dedicated anti-fraud tools/registers.

- 3) **Detection:** Strengthen measures for detection of suspicious behaviours and deterrence through risk assessment, self-assessments, internal controls etc.

The Strategy is periodically reviewed and updated in line with experiences gained and guidelines from OLAF the EC or other. It is monitored in the Agency's risk register and is supported by other controls such as the Staff Regulations, the Financial Regulation, Quality Manual and Procedures, Ethics as well as Code of Conduct and Conflict of Interest as well as procedures for Administrative Inquiries and Disciplinary Procedures, so as to further create awareness within the organisation as well as help to prevent fraud from occurring.

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

The Agency is currently managing an increasing number of projects / assignments on behalf of the European Commission (and occasionally other bodies), for which it receives specific funding (often handled as "earmarked funds"), in the field of international technical cooperation, safety intelligence, research, environmental protection as well as collaboration with other institutions such SESAR .

In order to implement such projects the Agency continues to streamline, a comprehensive framework for managing them with a view to ensuring and optimising the efficient and effective processing of such assignments, both technically and administratively.

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

In line with the known needs of the European Commission to date, the following table provides an indicative planning of on-going and planned assignments for the period 2022-2025

Project Title	Short description	Date of signature & Duration & Counterpart	Financial and HR impacts	2022	2023	2024	2025
<b>Grant Agreements</b>							
Data4Safety (D4S) programme - Grant 2 MOVE/E4/SUB/CEF/PSA/20	Expansion of the scope of the Data4Safety programme as envisaged under Grant Agreement 1 and development /implementation of ECCAIRS 2.	05/2019 ; 36 months ; DG MOVE	Commitment €	630.000	-	-	-
			FTE *	-	-	-	-
Data4Safety (D4S) programme (Agreement not yet signed)	Big Data and Data Science Provider: Development phase until 2024, and from 2025 Operational Phase Running costs	planned 2022; DG Move	Commitment €	Pending discussions	Pending discussions	Pending discussions	Pending discussions
			FTE *	-	-	-	-
PASTA-CO ECCAS (Project d'Appui au Transport Aerien en Afrique Centrale et Occidental (ECCAS)	The overall objective of the project is to mainly provide the following training: - Familiarisation training to the community regulation - Inspector training (PEL, OPS, AIR and AGA).	04/2018; 56 months; CEEAC	Commitment €	894.585	-	-	-
			FTE *	0,5	-	-	-
<b>Contribution Agreements</b>							
EU-SEA CCCA CORSIA	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and	08/2019 ; 36 months; FPI	Commitment €	2.661.791	-	-	-
			FTE *	1,0	-	-	-

Project Title	Short description	Date of signature & Duration & Counterpart	Financial and HR impacts	2022	2023	2024	2025
	partner countries in South East Asia in the areas of civil aviation environment and climate change.						
EUROMED 2: EuroMed Transport Aviation Project (ETAP)	This project will develop and support the Euro Mediterranean Southern neighbourhood countries, by strengthening institutional links, promoting regulatory harmonisation, addressing capacity limitations and supporting environmental protection and climate change action.	12/2019; 48 months; DG NEAR	Commitment €	666.667	666.667	666.667	-
			FTE *	0,8	1	1	-
EU support on transposition and implementation of the EU aviation acquis (EASA IPA 5)	The overall objective of the action is to increase IPA beneficiary countries compliance with the EU aviation acquis.	12/2019; 36 months; DG NEAR	Commitment €	274.280	274.280	-	-
			FTE *	0,8	1	-	-
PAGIRN: Support Programme for the Management of Regional and National Infrastructures (in French: Projet d'Appui à la Gestion des Infrastructures Régionales et Nationales - PAGIRN)	Capacity building of the state and regional safety oversight systems.	planned 2021; 36 months; Ministry of Economy, Plan, Development and IC	Commitment €	725.000	725.000	-	-
			FTE *	0,7	1	-	-
EU-North Asia Aviation Partnership	Enhancing the partnership between the EU and North Asian countries in the domain of civil aviation.	03/2021; 36 months; FPI	Commitment €	1.347.705	1.347.705	1.347.705	-
			FTE *	2,3	2	2	-
EU-South Asia APP II	Enhancing the partnership between the EU and South Asian countries in the domain of civil aviation.	06/2021; 36 months; FPI	Commitment €	2.250.000	2.625.000	-	-
			FTE *	1,2	1	-	-
EASA-SAAU Airworthiness Convergence (Ukraine II)	Further support the implementation of the joint arrangement on convergence of certification systems in aviation.	planned 2021; 36 months; EU-DEL Ukraine	Commitment €	333.333	333.333	333.333	-
			FTE *	1,4	1	1	-
EU-LAC APP II	Enhancing the partnership between the EU and Latin American & Caribbean countries in the domain of civil aviation.	planned 2022 ; 36 months ; FPI	Commitment €	1.333.333	1.333.333	1.333.333	-
			FTE *	2,7	3	3	-
			Commitment €	1.566.667	1.566.667	1.566.667	-

Project Title	Short description	Date of signature & Duration & Counterpart	Financial and HR impacts	2022	2023	2024	2025
SAATM (Single African Air Transport Market)	Support the implementation of the Single African Air Transport Market 1. Assist AFCAC as SAATM implementing agency / 2. Assist African States committed to SAATM / 3. Help other African States to commit to SAATM	07/2021 ; 48 months ; DG INTPA	FTE *	1,4	1	1	-
Eastern Partnership (EaP/TRACECA IV)	The overall objective of the project is to increase the level of civil aviation safety and to improve the beneficiaries' levels of regulatory harmonisation with the relevant EU aviation acquis, including environmental protection.	planned 2022 ; 48 months ; DG NEAR	Commitment €	1.000.000	1.000.000	1.000.000	1.000.000
			FTE *	2,2	2	2	2
EU-CORSIA AFRICA CARRIBEAN - CORSIA Africa & the Caribbean: Capacity building for CO2 mitigation from international aviation In Africa and the Caribbean	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in Africa in the areas of civil aviation environment and climate change.	12/2019 ; 48 months ; DG INTPA	Commitment €	1.717.315	1.717.315	-	-
			FTE *	0,6	1	-	-
Technical assistance to the Commission with respect to SESAR	Technical assistance to the Commission with respect to SESAR.	09/2021 ; 18 months ; DG MOVE	Commitment €	300.000	75.000	-	-
			FTE *	2,1	1	-	-
Contribution Agreement Environmental Labelling MOVE/E1/SUB/2020-743/SI2.831860	Implementation of the Entrusted Tasks identified under the Pilot Project "Environmental labelling for aviation". Demonstration project for the development/feasibility of an environmental labelling system in aviation.	07/2020 ; 36 months ; DG MOVE	Commitment €	80.000	-	-	-
			FTE *	-	-	-	-
Pilot Project SAF	EU Clearing House for Sustainable Aviation Fuels (SAF).	planned 2022; planned; DG MOVE	Commitment €	700.000	500.000	195.000	-
			FTE *	-	-	-	-
EC-EASA Contribution Agreement Research MOVE/B3/SUB/2020-243/\$12.826742	Implementation of the Entrusted Tasks identified under the European Framework for Research and Innovation. Actions relating to aviation safety research to prepare future regulation within the specific objective "Other Actions" of Part 11 "Smart, green and integrated transport".	03/2020 ; 58 months ; DG MOVE	Commitment €	-	-	-	-
			FTE *	-	-	-	-
			Commitment €	13.206.000	-	-	-

Project Title	Short description	Date of signature & Duration & Counterpart	Financial and HR impacts	2022	2023	2024	2025
Horizon Europe 2nd Contribution Agreement Research	Implementation of the Entrusted Tasks identified under the European Framework for Research and Innovation:	planned 2021; 54 months; DG MOVE	FTE *	-	-	-	-
COM-EASA 3rd contribution agreement - Environmental sustainability research action	Implementation of the Entrusted Tasks identified under the European Framework for Research and Innovation:	planned 2022; 54 months; DG MOVE	Commitment €	-	16.926.000	-	-
			FTE *	-	-	-	-
<i>Placeholder: Expected future projects to be signed in 2023-2025</i>	<i>EASA anticipates a stable volume of projects up to 2025 covering various domains in the field of international cooperation and research. A placeholder representing the forecasted resources required to ensure adequate delivery of these projects is included for planning and transparency purposes.</i>	<i>planned 2023-2025; various, various</i>	Commitment €	-	6.435.472	31.094.106	36.686.811
			FTE *	-	6	12	21
<b>Delegation Agreements</b>							
ARISE PLUS CIVIL AVIATION Project	Support the development of the ASEAN Single Aviation Market, and in particular aviation safety, security and, air traffic management which are key priorities outlined under the Kuala Lumpur Transport Strategic Plan 2016-2025 adopted by the ASEAN Transport Ministers in November 2015.	11/2017; 60 months; DG INTPA	Commitment €	2.374.878	-	-	-
			FTE *	1,7	-	-	-
EU- South East Asia APP	The overall objective is to enhance political, economic and environmental partnership between the EU and South East Asia in the domain of civil aviation.	12/2017; 48 months; FPI	Commitment €	3.467.718	-	-	-
			FTE *	1,2	-	-	-
ZAMBIA ASSP II Project (Aviation Sector Support Programme II for Zambia)	The overall objective of this project is to develop a reliable and effective aviation sector capable of contributing to economic growth in Zambia.	08/2017; 60 months; DG INTPA	Commitment €	566.502	-	-	-
			FTE *	0,1	-	-	-
EU-Africa Safety in Aviation (EU-ASA)	The overall objective is to improve aviation safety in Africa.	12/2018; 54 months; DG INTPA	Commitment €	1.591.039	1.591.039	-	-
			FTE *	1,8	2	-	-
ARMENIA	Overall objectives support the CAC in strengthening certification and oversight capacity in the domains of operations and continuing airworthiness in Armenia.	planned 2021; 24 months; EU	Commitment €	500.000	500.000	-	-
			FTE *	0,2	0	-	-

Project Title	Short description	Date of signature & Duration & Counterpart	Financial and HR impacts	2022	2023	2024	2025
		Delegation to Armenia					
<b>Collaboration Agreements</b>							
Collaboration agreements and SLAs Research / on-going and planned (also Clean Aviation Programme)	various domains	various; various, various	Commitment €	320.000	310.000	390.000	240.000
			FTE *	2,1	2	3	2
<b>Service Level Agreements</b>							
SERVICE LEVEL AGREEMENT between SESAR JU and EASA	Technical assistance to the Commission with respect to SESAR.	03/2021 ; 12 months ; DG MOVE	Commitment €	50.000	-	-	-
			FTE *	0,3	-	-	-

	Financial and HR impacts	2022	2023	2024	2025
Total EASA	Commitment €	38,556,811	37,926,811	37,926,811	37,926,811
	FTE *	25,0	25,0	25,0	25,0

\* Hours converted to Full Time Employee

## XII. Strategy for Cooperation with Third Countries and/or International Organisations

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

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

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

### Conclusion of agreements with international partners

EASA can conclude Working Arrangements (WA) and other cooperation agreements with foreign civil aviation authorities. Almost 200 such WAs and other cooperation agreements of various scope have been concluded with some 45 States. They establish terms of cooperation in various areas of aviation safety and support the acceptance of European products and services into these countries. In the following years, the Agency will continue to deepen the relationship with its most important partners, namely through the signature and implementation of new agreements.

The Agency also supports the European Commission in working with third countries on the implementation and further evolution of Bilateral Aviation Safety Agreements (BASAs) and related implementing procedures. At present the EU concluded BASAs with the US, Canada, Brazil, China and Japan. Also the Trade and Cooperation Agreement (TCA) between the EU and the UK includes a Title on Aviation Safety with similar provisions. In addition EASA concludes or expands institutional agreements (e.g. working arrangements and memoranda of understanding) with foreign CAAs (e.g. Singapore, Korea, Qatar, Mexico) to strengthen the aviation safety cooperation with these authorities, to increase transparency, stability and certainty and to provide a level-playing field for European industry.

Besides the conclusion of a BASA with the UK, it is important to note that BREXIT had an impact on the activities of the Agency, as all UK based organisations have become subject to EASA approval and oversight (i.e. they have de facto become third country organisations).

### Cooperation with other international organisations

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

The Basic Regulation of 2018 also strengthened the mandate of EASA in the international dimension, especially in relation to ICAO. The contribution to the coordination of European positions at ICAO level remains a priority activity for the Agency. Being a strong believer in regional cooperation, EASA is continuously strengthening its

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

### Implementation of technical cooperation projects in third countries

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

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

### Foreign presence

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

### XIII. Risk Register 2022

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

#### Critical Risks

Ref.:	Description	Controls	Rating	Actions
<b>CR01</b>	<p><b>Information Security</b></p> <p><b>Description:</b> Partial protection of information managed by the Agency, including third party information, to an adequate level of security.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Incomplete protection framework for third-party information handled within the Agency.</li> <li>- Measures established only on IT security, on-going implementation of a broader scope of Information Security.</li> <li>- Lack of awareness of Agency staff on Information Security.</li> <li>- Relevant stakeholders partially informed of roles and responsibilities for the prevention and correction measures related to Information Security.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Possible short-term disruption.</li> <li>- Additional delays implementing Work Programme.</li> <li>- Reputational damage.</li> <li>- Loss/leakage or manipulation/destruction of information.</li> <li>- Financial damage.</li> <li>- Political criticism and pressure.</li> </ul>	<ul style="list-style-type: none"> <li>- EASA Security Officer nominated.</li> <li>- Information Security Cell chaired by the Chief Information Management Security Officer.</li> <li>- Protection of privacy data established as per EDPS rules.</li> <li>- New Cyber security strategy implementation including a single Digital Identification and Access System.</li> </ul>	<p><b>Likelihood</b></p> <p>H</p> <p><b>Impact</b></p> <p>C</p> <p><b>Score</b></p> <p>H</p>	<ul style="list-style-type: none"> <li>- Implement Information Security roadmap following ExCom approval.</li> </ul>

Ref.:	Description	Controls	Rating	Actions
<b>CR02</b>	<p><b>Emergency Management</b></p> <p><b>Description:</b> Lack of / or inappropriate response to an emergency/crisis.</p> <p><b>Potential cause(s):</b> Unpredictable event (e.g. political, natural, financial, pandemic).</p> <p><b>Potential consequences(s):</b></p> <ul style="list-style-type: none"> <li>- Aviation system total or partial breakdown.</li> <li>- No or erroneous internal and/or external communication.</li> <li>- Inappropriate perception of the situation.</li> <li>- Reputational damage.</li> <li>- Safety issues.</li> <li>- Financial sustainability of the Agency.</li> </ul>	<ul style="list-style-type: none"> <li>- Emergency Management preparation.</li> <li>- Emergency/Crisis Cell.</li> <li>- Participation in the European Aviation Crisis Control Cell (EACCC).</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>C</p> <p><b>Score</b></p> <p>H</p>	<ul style="list-style-type: none"> <li>- Revise and implement emergency management procedure (incorporating also lessons learned from COVID-19 pandemic).</li> </ul>
<b>CR03</b>	<p><b>Legal Liability</b></p> <p><b>Description:</b> The Agency or its staff is found guilty and/or civil/criminal liability is engaged.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Erroneous issue of a certificate/approval/authorisation, for which the Agency is competent.</li> <li>- Non-compliance with applicable certification basis.</li> <li>- Inappropriate Certification Basis.</li> <li>- Inadequate technical expertise.</li> <li>- Unaddressed safety issues during the product life cycle of certification, validation, approval of flight conditions.</li> <li>- Unaddressed environmental issues at the time of certification, validation,</li> <li>- Lack of progress in the processing of Safety Recommendations.</li> <li>- Non issuance of an Airworthiness Directive or insufficient corrective actions</li> <li>- Inadequate compliance time specified by an Airworthiness Directive.</li> <li>- Erroneous acceptance of alternative means of compliance to airworthiness directives.</li> <li>- Accident involving EASA Flight Test Pilot or Flight Test Engineer during verification flight.</li> <li>- Lack of consistent approach between applicants.</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance with the EASA Integrated Management System, especially state-of-the art technical working procedures.</li> <li>- Involvement of Legal Department.</li> <li>- Separation of duties.</li> <li>- Policy on sensitive functions.</li> <li>- European Commission liability coverage.</li> <li>- Recruitment of highly qualified staff.</li> <li>- Internal Occurrence Reporting System.</li> <li>- CSR.</li> <li>- Chief Experts / PCMs and Senior Experts / PCMs matrix in place.</li> <li>- Product Safety Boards for Continuing Airworthiness issues.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>C</p> <p><b>Score</b></p> <p>H</p>	<ul style="list-style-type: none"> <li>- Create a certification monitoring process, also covering outsourced tasks.</li> <li>- Staff training.</li> <li>- Set up competency matrix.</li> <li>- Set up of knowledge management database.</li> <li>- Simplification of processes.</li> <li>- Implement the resulting actions stemming from the B737 Max Lessons Learnt exercise to enhance the overall Certification process.</li> </ul>

Ref.:	Description	Controls	Rating	Actions
	<ul style="list-style-type: none"> <li>- Incorrect definition of LOI.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Financial damage.</li> <li>- Reputational damage.</li> <li>- Staff members could be criticised and/or held liable.</li> <li>- Staff requested to stop working during court proceedings.</li> <li>- Political criticism and pressure.</li> </ul>			
CR04	<p><b>Security incidents impacting the accessibility of business critical applications</b></p> <p><b>Description:</b> The security in the information technology environment is of a crucial importance for running business critical applications.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Insufficient capacity in the domain of IT security.</li> <li>- Fluctuation of resources responsible for IT security (loss of knowledge).</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Business critical applications for external and internal stakeholders might not be available for the period until the threat is removed.</li> <li>- In case of high risk and in case of security breach the IT resources are re-allocated to remove the threat or fix the security issue. With the limited resources this activities are consuming resources from other planned activities and is consequently slowing them down (e.g. digitalisation).</li> </ul>	<ul style="list-style-type: none"> <li>- The monitoring of security threats is an on-going activity, but is taking resources from other activities and is especially when the number of security breach attempts is high takes resources from other activities.</li> </ul>	<p><b>Likelihood</b></p> <p>H</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>H</p>	<ul style="list-style-type: none"> <li>- Strengthen IT security team and avoid fluctuation of resources as much as possible.</li> </ul>
CR05	<p><b>Safety Investigations</b></p> <p><b>Support to safety investigations and management of Safety Recommendations</b></p> <p><b>Description:</b> Failure to support the safety investigations led by the SIAs of the MS as per the requirements of Regulation (EU) 996/2010 and duly manage the responses to Safety Recommendations, as well as to monitor the progression of the mitigating actions associated to them.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- End of Secondments not timely replaced.</li> <li>- Lack of adequate number of qualified staff to deal with the usual amount of data processed by Agency in these domains.</li> </ul>	<ul style="list-style-type: none"> <li>- The investigation team has historically counted on a significant number of SNEs, but the current financial uncertainties put in high risk this practice. Remedial actions such as staff redeployment need to be considered to avoid a sudden and drastic fall of the available resources, below the critical mass required to ensure the business continuity in this sector.</li> </ul>	<p><b>Likelihood</b></p> <p>H</p> <p><b>Impact</b></p> <p>M</p> <p><b>Score</b></p> <p>M</p>	<ul style="list-style-type: none"> <li>- Implement sustainable staffing measures for the activity to mitigate risk.</li> </ul>

Ref.:	Description	Controls	Rating	Actions
	<p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Significant impact on the reputation of the Agency.</li> <li>- Detrimental effect on the internal Safety Risk Management.</li> <li>- Potential infringement of EU Regulation requirements.</li> </ul>			
<b>CR06</b>	<p><b>Safety Data Management</b></p> <p><b>Description:</b> Failure to timely process the incoming Safety Reports submitted to EASA in our role of Competent Authority per Regulation (EU) 376/2014 and duly manage the FS &amp; CT investigations and create and follow up actions initiated by the Agency.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Open position not filled since 2019, temporary solution to fill position with specialised interims has been stopped due to Agency revised policy on interims.</li> <li>- Lack of adequate number of qualified staff to deal with the usual amount of data to be processed by Agency in these domains.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Significant impact by not being able to timely process all incoming Safety reports which could have a negative impact on Aviation Safety.</li> <li>- The SDM process KPI (process 85% of incoming reports within 4 working days) is not being met in 2020 and is predicted to further decrease in view of increased volume of incoming reports from ECTL and Wizz (Art 65).</li> <li>- Detrimental effect on the Organisational approvals and Continued Airworthiness processes.</li> <li>- Potential infringement of EU Regulation requirements.</li> </ul>	<ul style="list-style-type: none"> <li>- Consider an internal redeployment (e.g. CEI to backfill the open post).</li> </ul>	<p><b>Likelihood</b></p> <p>H</p> <p><b>Impact</b></p> <p>H</p> <p><b>Score</b></p> <p>H</p>	<ul style="list-style-type: none"> <li>- Implement sustainable staffing measures for the activity to mitigate risk.</li> </ul>
<b>CR07</b>	<p><b>ECCAIRS 2</b></p> <p><b>Description:</b> Failure to manage the global ECCAIRS 2 programme Operational phase.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of budget /funds as identified by the CIOB to allow the continued support and development of the ECCAIRS 2 toolset.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Significant impact by not being able to have a stable running and evolving of the ECCAIRS 2 toolset.</li> </ul>	<ul style="list-style-type: none"> <li>- The CIOB and IT to ensure to get the required human and budgetary resources secured for 2022.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>H</p> <p><b>Score</b></p> <p>M</p>	<ul style="list-style-type: none"> <li>- Introduce adequate measures to oversee the implementation of the programme and means to react/escalate in case of issues.</li> </ul>

Ref.:	Description	Controls	Rating	Actions
	<ul style="list-style-type: none"> <li>- Detrimental effect on the EU MS, ICAO and Third Country States joining in 2022.</li> <li>- Potential discussions with EC/ECCAIRS Governance bodies when not meeting expectations of ECCAIRS 2 Operations.</li> </ul>			
<b>CR08</b>	<p><b>Cash Flow and Balanced Budget</b></p> <p><b>Description:</b> Insufficient income to cover the agency's expenditure.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Force Majeure (e.g.COVID-19).</li> <li>- Lowered industry activity.</li> <li>- Global economic slowdown/recession.</li> <li>- Decrease in applications and invoicing volumes combined with delayed payments of F&amp;C.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Cash flow shortage.</li> <li>- Failure to maintain the needed balance to cover the accounts payables, leading to late interest fees and/or legal issues.</li> </ul>	<ul style="list-style-type: none"> <li>- Regular detailed follow-up on cash flow evolution</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>	<ul style="list-style-type: none"> <li>- Cost-saving actions taken across the agency.</li> <li>- Pro-active engagement with industry to ensure payments.</li> <li>- Regular communication with the commission to provide timely information in case granting of the balancing budget from the subsidy is necessary.</li> </ul>

## Non-Critical Risks

Ref.:	Description	Controls	Rating
<b>R01</b>	<p><b>Monitor Application of Regulations and Implementing Rules</b></p> <p><b>Standardised safety level in Europe and associated Member States</b></p> <p><b>Description:</b> Failure to establish, and then maintain, a uniform level of implementation of EU Safety regulations across Europe and associated Member States through Standardisation of Member States. Lack of uniform. Implementation of the rules across the EASA Member States. Lack of control of overdue findings. Non-compliance with the deadlines set-out in Reg. 628/2013. Delayed capability of Standardisation in the new domains and tasks.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of adequate resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Proactive Standardisation activities.</li> <li>- Finding classification committee.</li> <li>- More targeted standardisation activity (risk based Continuous Monitoring Approach).</li> <li>- (Pre-) infringement system with the European Commission.</li> <li>- Improved continuous monitoring.</li> <li>- Better IT tools.</li> <li>- Confidential Safety reporting (CSR).</li> <li>- IORS.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Implementation of new concepts (e.g. safety management system, OSD, risk based oversight, etc.).</li> <li>- Impossibility / inability to perform inspections on site to check critical issues.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- States cannot implement new rules.</li> <li>- Rules do not apply in the same way across Europe.</li> <li>- Major non-compliances remain undiscovered.</li> <li>- Reputational damage.</li> <li>- Legal damage.</li> <li>- Political pressure.</li> <li>- Industry criticism.</li> <li>- Damage to Aviation Stakeholders.</li> </ul>		
R02	<p><b>Management of Conflict of Interest within the MB</b></p> <p><b>Description:</b> Failure to manage situations, in which a MB member has personal or professional interest, that compromise the MB's or the MB Member's independence in decision-making or might be perceived as compromising such independence. Note: the MB is not under the control of the Agency, neither under EU Commission (1 vote) nor EU Parliament (not present and no vote).</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- National interest of MB member(s) takes precedence over European Aviation interests.</li> <li>- Policy on Conflict of Interest for MB members not adequately implemented/enforced.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Political pressure.</li> <li>- Delays in Planning documents (Work Programme, Budget etc.).</li> <li>- Influence on voting procedures/candidates.</li> <li>- Additional unnecessary tasks/reports requested by the MB (triggered by the Member at stake) may distract away the Agency from core business (divert resources, increased workload, etc.).</li> <li>- Reputational damage if the Discharge is not awarded.</li> <li>- Financial cost.</li> </ul>	<ul style="list-style-type: none"> <li>- Art. 98-102 BR (i.e. 99.1).</li> <li>- Code of Conduct adopted in December 2012.</li> <li>- MB rules of procedure.</li> <li>- Support by the Assessment Committee, the MB Secretariat and/or the Chairman of the MB.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>L</p>

Ref.:	Description	Controls	Rating
R03	<p><b>Military Aviation</b></p> <p><b>Description:</b> Lack of common understanding of military and defence concerns; Lack of appropriate processes to treat military related certification.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Cultural gap of the staff, lack of appropriate experience / qualification;</li> <li>- Lack of internal coordination within and across directorates;</li> <li>- Fragmented legal framework within EASA Member States for State and Military Aviation.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Loss of business opportunities;</li> <li>- Delay of states and military applications;</li> <li>- Potential legal risks due the absence of a common legal framework.</li> </ul>	<ul style="list-style-type: none"> <li>- EASA Military Coordination Mechanism (EASA internal) is established since 2017 chaired by the Military Advisor and comprising members with decision-making capacity, representing each Directorate;</li> <li>- The Agency is implementing a capacity for handling EU Classified Information up to the level 'Secret UE-EU Secret'.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>
R04	<p><b>Management of Conflict of Interest (Col) within the Agency</b></p> <p><b>Description:</b> Failure to manage situations, in which the Agency, its staff, consultants/contractors and/or external expert (i.e. NAA/QE staff) has personal or professional interest, that compromise independence in decision-making or might be perceived as compromising such independence.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- External experts (NAA/QE) have different points of view.</li> <li>- Contractors/consultants have conflicting interests and/or pre-existing relationships/activities.</li> <li>- Non awareness of Col situations.</li> <li>- Non-uniform policy on Col of external experts.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Delays in Work Programme.</li> <li>- Distractions from core business.</li> <li>- Demotivation of staff members.</li> <li>- Increased workload.</li> <li>- Diverted resources.</li> <li>- Reputational damage.</li> </ul>	<ul style="list-style-type: none"> <li>- EASA Integrated Management System.</li> <li>- Staff Regulations.</li> <li>- HR.</li> <li>- Finance &amp; Procurement procedures/processes.</li> <li>- Agency Code of Conduct.</li> <li>- Trainings on Col.</li> <li>- Declarations of interest.</li> <li>- Ethical committee with Rules of Procedure and assessment criteria.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>L</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Safety issues.</li> <li>- Financial cost.</li> </ul>		
<b>R05</b>	<p><b>Transversal &amp; Enabling Services</b></p> <p><b>Description:</b> Failure to achieve Service Level Agreements in the area of administrative and support services, as e.g. Applications are delayed due to inefficient exchange of information between EASA and the applicant .</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Inadequate financial and/or human resources access.</li> <li>- Timely and inadequate provision of travel security advice.</li> <li>- Negative priorities established in the SPD.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Applications delayed.</li> <li>- Financial impact.</li> <li>- Operational impact. Security impact (IT, building and travel).</li> <li>- Reputational impact.</li> </ul> <p>Health and Safety of travellers.</p>	<ul style="list-style-type: none"> <li>- European Commission travel security advice.</li> <li>- De-prioritization of service areas (in agreement with the business).</li> <li>- Further outsourcing of activities (when budget is available).</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>
<b>R06</b>	<p><b>European Big Data Programme – Data4Safety</b></p> <p><b>Description:</b> Insufficient number of cooperative candidate members. Lack of willingness of safety data owners to join the programme and share the data.</p> <p><b>Potential cause(s):</b> Lack of trust of potential members.</p> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Failure of the project.</li> <li>- Europe staying less advanced than other regions regarding safety data collection and analysis capabilities, and big data technologies.</li> </ul>	<ul style="list-style-type: none"> <li>- Robust governance system for building of trust.</li> <li>- Data sources shared with D4S are protected as required.</li> <li>- Analytical purposes and usages of the data sources are in line with the objectives of the D4S Programme.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>
<b>R07</b>	<p><b>Safety Analysis &amp; Management of Safety Risks</b></p> <p><b>Description:</b> Inadequate quality or quantity of data, resources not timely available to support the safety analysis tasks required in particular for the management of systemic safety risks.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Insufficient quantity of safety or exposure data.</li> <li>- Insufficient safety analysis resources.</li> </ul> <p><b>Potential consequence(s):</b></p>	<ul style="list-style-type: none"> <li>- Safety analysis process.</li> <li>- Safety risk management process.</li> <li>- Network of Analysts.</li> <li>- Implementation of Regulation (EU) 376/2014.</li> <li>- Implementation of Regulation (EU) 996/2010.</li> <li>- Close collaboration with information security officer.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Agency decision making processes not supported by quality safety analysis.</li> <li>- Potential for un-addressed or inadequately addressed safety issues.</li> </ul>		
R08	<p><b>Management of Safety Issues</b></p> <p><b>Description:</b> Failure to identify and set priorities of systemic safety issues. Failure to respond to safety issues in a timely manner.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Information on potential safety issues not reaching the agency.</li> <li>- Information on potential safety issues not being fed into the adequate internal process and/nor not reaching the appropriate persons.</li> <li>- Untimely or inadequate decision making on actions required.</li> <li>- Inadequate monitoring of actions implementation.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Top safety issues not reaching the EPAS.</li> <li>- Appropriate mitigations not put in place.</li> <li>- Loss of confidence of EASA safety partners in the SRM.</li> <li>- Exposure to legal action.</li> </ul>	<ul style="list-style-type: none"> <li>- Safety risk management process.</li> <li>- Occurrence reporting, accident follow-up and safety recommendations.</li> <li>- Product and organisation oversight.</li> <li>- Standardisation.</li> <li>- EPAS process, rulemaking.</li> <li>- Safety promotion.</li> <li>- Data4Safety programme.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>
R09	<p><b>Transformation Programme</b></p> <p><b>Description:</b> Support for the programme is insufficient to achieve the deep, sustainable changes needed to adapt to the new operating environment.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Failure to identify, recognise or accept relevant indicators of a changing environment.</li> <li>- Programme is not resourced to the level required to create momentum and achieve results.</li> <li>- Local recovery actions are given higher priority than cross-cutting corporate initiatives.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Short term improvements give way to unsustainable cost increases in the medium term.</li> <li>- The agency falls short when faced with challenging new requirements or innovations designed by Member States or industry to drive economic recovery.</li> </ul>	<ul style="list-style-type: none"> <li>- Head of Transformation is a member of the Executive Committee.</li> <li>- Programme is driven from the Executive Directorate.</li> <li>- Transformation has been prioritised in the context of the recovery phase, with (reduced) funding and resources assigned.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
R10	<p><b>Research Strategy</b></p> <p><b>Description:</b> the agency does not receive sufficient support from stakeholders to implement its urgent research needs or to support the effort to be undertaken to support other stakeholders' research activity.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Conflicting interests and priorities.</li> <li>- Insufficient indirect access to EU research funding.</li> <li>- Lack of co-ordination and adequate communication with relevant stakeholders.</li> </ul> <p><b>Potential consequence(s):</b> Inability to implement the research strategy or to tackle urgent priorities in service issues in a timely manner.</p>	<ul style="list-style-type: none"> <li>- The ERC actively supports the steering and monitoring of the relevant research activities and makes recommendations which ensure the efficient involvement of stakeholders.</li> <li>- Negotiation of grants and other agreements.</li> <li>- Strong relation with stakeholders through networks and meetings.</li> </ul>	<p><b>Likelihood</b> M</p> <p><b>Impact</b> M</p> <p><b>Score</b> M</p>
R11	<p><b>Safety Promotion</b></p> <p><b>Description;</b> EASA spends time creating material that is either unpublished or not marketed sufficiently so that it does not reach it's intended audience and EASA's Safety Promotion material does not provide the information needed by stakeholders and is therefore of limited value and benefit in raising awareness of safety risks.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- The technical content of material does not meet the needs of stakeholders.</li> <li>- EASA website is not able to provide information in a format that makes information easy to find.</li> <li>- Lack of tools, technologies or access to website/ social media to enable the publication and promotion of safety promotion deliverables.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- The EASA system remains less advanced than others regarding the implementation of effective safety promotion.</li> <li>- Safety risks remain at the level prior to safety promotion campaign.</li> </ul>	<ul style="list-style-type: none"> <li>- EPAS which defines Safety Promotion Plan and identifies the targeted audience of every deliverable and specifies the communication tools to be used.</li> <li>- Quality assurance via internal and external audits.</li> <li>- Strong links with stakeholders across Safety Promotion networks and initiatives.</li> <li>- Continual monitoring of comments on social media and the Community Sites for audience opinion and monitoring of reach versus intended audience.</li> </ul>	<p><b>Likelihood</b> L</p> <p><b>Impact</b> L</p> <p><b>Score</b> L</p>
R12	<p><b>Business Programming</b></p> <p><b>Description:</b> Outcome of EASA activities deviates from Business programming. Resources were allocated based on fraudulent or false information.</p> <p><b>Potential cause(s):</b></p>	<ul style="list-style-type: none"> <li>- Comparison of received data with historic values.</li> <li>- Workshops with executive and operational managers.</li> <li>- Review of planning document at top-management level.</li> <li>- Quarterly review meetings to track the Agency's performance.</li> <li>- Creation of Budget Control Committee in 2019.</li> </ul>	<p><b>Likelihood</b> M</p> <p><b>Impact</b> S</p> <p><b>Score</b></p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Available data is not sufficiently detailed.</li> <li>- Historical data is not available limiting ability to cross-check.</li> <li>- Information provided is manipulated.</li> <li>- Wrong assumptions.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Sub-optimal use of Agency resources.</li> <li>- Delayed publication of programming documents.</li> <li>- Wrong strategic decisions are taken.</li> <li>- Resources are allocated to false priorities.</li> </ul>		M
R13	<p><b>Recruitment and Retention of Sufficient and Competent Staff</b></p> <p><b>Description;</b> Failure to identify the future needs of the Agency in terms of workforce and competences and most efficient ways to fulfil the future needs of the Agency. Failure to define and achieve Service Level Agreements in the area of administrative and support services.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Unavailability on the market and competition with industry.</li> <li>- Language barriers.</li> <li>- Non motivation of candidates (expatriation, Cologne, reward package, lack of seat agreement...).</li> <li>- Lack of funding.</li> <li>- Restriction by EU Budgetary Authority on numbers for a significant duration in time (both subsidy and F&amp;C staff).</li> <li>- No competence framework in place, including IT application.</li> <li>- No retention of skills that are demonstrated by licenses in place.</li> <li>- Unforeseeable impact of “hard” Brexit, with leave of an extensive number of British experts.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Insufficient resources to identify and rectify safety issues.</li> <li>- Delays in achieving Agency objectives/tasks.</li> <li>- Interruption of critical services.</li> <li>- Loss of licenses and know-how.</li> <li>- Overload on staff members in place.</li> </ul>	<ul style="list-style-type: none"> <li>- Recruitment procedures.</li> <li>- Assessment Centre.</li> <li>- Planning process (BP/WP/Staff Policy Plan/Budget).</li> <li>- Annual general training and technical training planning (training maps).</li> <li>- Policies on skills retention, internal mobility and high-level training.</li> </ul>	<p style="text-align: center;"><b>Likelihood</b></p> <p style="text-align: center;">M</p> <p style="text-align: center;"><b>Impact</b></p> <p style="text-align: center;">S</p> <p style="text-align: center;"><b>Score</b></p> <p style="text-align: center;">M</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Best candidates go elsewhere.</li> <li>- Safety issues.</li> <li>- Delay in recruitment.</li> <li>- Difficulty to keep abreast with technology.</li> <li>- False signal to budgetary authorities if recruitments are delayed Issue of certificate/approval based on inaccurate or incorrect information.</li> <li>- Safety compromised.</li> <li>- Reputational damage.</li> <li>- Legal and financial damage.</li> </ul>		
R14	<p><b>Insufficient Support from External Stakeholders</b></p> <p><b>Description:</b> Failure to have the right level of strategic, political and technical support from external stakeholders e.g. Member States, Member States Advisory Body (MAB), industry, industry Stakeholder Advisory Body (SAB) and European Commission.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Insufficient coordination of strategic, political and technical input from stakeholders.</li> <li>- Insufficient resources invested in showing the benefits of activities implemented.</li> <li>- Little or no co-ordination between the political and technical level of different advisory bodies and stakeholders.</li> <li>- Conflicting interests and priorities at political and technical expert level.</li> <li>- Political pressure or undue influence.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Delay in adoption of rulemaking deliverables.</li> <li>- Relevance of EASA brought into question.</li> <li>- Incorrect perception of EASA.</li> <li>- Reputational damage.</li> <li>- Legal damage (stakeholders' complaints).</li> <li>- Demotivation of staff members.</li> </ul>	<ul style="list-style-type: none"> <li>- Article 115 of BR.</li> <li>- Rules of procedure for MAB and SAB.</li> <li>- Proactive management and monitoring of stakeholders.</li> <li>- Centralised communication with advisory bodies and other external parties.</li> <li>- Ad hoc meetings with stakeholders.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>L</p>

Ref.:	Description	Controls	Rating
R15	<p><b>Business Continuity</b></p> <p><b>Description:</b> Failure in providing the capability to respond to incidents and business disruptions in order to continue business operations at an acceptable pre-defined level while protecting welfare and safety.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Business continuity plan, and IT disaster recovery and Building disaster recovery, recently defined and process rather new (since 2017).</li> <li>- Business continuity plan tested and exercised within a reduced audience (37 Participants).</li> <li>- Relevant stakeholders not sufficiently informed of roles and responsibilities in case of a disruption.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Short-term disruption.</li> <li>- Delays implementing Work Programme.</li> <li>- Reputational damage.</li> <li>- Loss of knowledge.</li> <li>- Financial damage.</li> <li>- Political criticism and pressure.</li> </ul>	<ul style="list-style-type: none"> <li>- Business Continuity Management governance, policy and Working Instructions in place and fully implemented during 2017.</li> <li>- Business Continuity Management and Business Continuity Plan process in place.</li> <li>- Building security.</li> <li>- Information Management Programme.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>L</p>
R16	<p><b>Disaster Recovery Plan</b></p> <p><b>Description:</b> Failure to implement a cost-effective and efficient Disaster Recovery (DR) plan, considering IT sourcing strategy and business continuity framework at Agency level.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Business continuity framework established in 2017 at Agency level (not matured).</li> <li>- DR procedures not tested due to initial stage of the Agency business continuity framework.</li> <li>- Proper security copy with duplicated servers at two different locations not yet implemented.</li> <li>- Lack or inadequate consideration of IT outsourcing impact on DR plan, procedures and tests plan.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- No recovery in case of disaster.</li> </ul>	<ul style="list-style-type: none"> <li>- Business Continuity Management Plan and framework for critical processes in place.</li> <li>- Back-up arrangements for critical IT applications are being worked.</li> <li>- Technical specifications and data architecture defined.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>L</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Financial impact.</li> <li>- Operational impact.</li> <li>- Reputational impact.</li> </ul>		
R17	<p><b>Digitalisation</b></p> <p><b>Description:</b> Failure to implement &amp; support the digitalisation with a cost effective sourcing model.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of financial and/or human resources.</li> <li>- Lack of Business &amp; IT buy-in -&gt; change management.</li> <li>- Unsuccessful completion of the necessary procurement procedures (new tenders will need to be issued).</li> <li>- Lack of internal competencies to manage the supported sourcing model.</li> <li>- Objection or delay from the business to realise the digital transformation.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Financial impact.</li> <li>- Delayed implementation of new digital way off working (decreased added value to the business).</li> <li>- IT organisation impact (competence – size).</li> <li>- IT security.</li> </ul>	<ul style="list-style-type: none"> <li>- New Governance with clear authority from CIO Board.</li> <li>- Close alignment between Information Repository development, CORAL programme and the CIO Board.</li> <li>- As necessary an optimized organisation to support IT and data management transition.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>L</p> <p><b>Score</b></p> <p>M</p>
R18	<p><b>National Aviation Authority (NAA) &amp; Qualified Entity (QE) Outsourcing</b></p> <p><b>Description:</b> Actual workload volumes and types diverge significantly from the baseline forecast especially in light of the Covid-19 pandemic. Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes. Bilateral agreements affect overall workload and impact NAA outsourcing strategy.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of external experts (capacity issue).</li> <li>- Lack of control over the work performed by external experts.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Issue of certificate/approval based on inaccurate or incorrect information.</li> </ul>	<ul style="list-style-type: none"> <li>- Outsourcing strategy.</li> <li>- Strategic partnerships with NAAs.</li> <li>- Framework contracts with Qualified Entities.</li> <li>- Review of deliverables.</li> <li>- Management of external experts conflicts of interest.</li> <li>- Contract change control process.</li> <li>- Active project monitoring.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Safety compromised.</li> <li>- Reputational damage.</li> <li>- Legal and financial damage.</li> <li>- EASA unable to carry out other planned tasks in order to divert internal resources to these certification tasks.</li> </ul>		
R19	<p><b>Implement Budget</b></p> <p><b>Description:</b> The simplification of financial management processes and consequent reduced resource allocation leads to an increased error rate in low-value/ non-complex transactions.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of financial and human resources.</li> <li>- Negative priorities established in the SPD.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Findings from auditors with consequent delays in discharge from the Budgetary Authorities.</li> <li>- Expected Financial impact.</li> <li>- Operational impact.</li> <li>- EASA image impact.</li> </ul>	<ul style="list-style-type: none"> <li>- Applicable Implementing Rules and regulation.</li> <li>- Regular independent audits performed in the area of Finance Operations.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>
R20	<p><b>Corporate Services</b></p> <p><b>Description:</b> Failure of the landlord to effectively oversee facility management service provider leading to potential unsafe conditions in the building.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of, planning and programming by the service provider and a lack of resources for the service provider.</li> <li>- Disagreement with the landlord and the constructor on responsibilities for managing deficiencies.</li> <li>- Insufficient oversight by responsible third party of their service provider.</li> <li>- Disagreement on operator responsibilities with the landlord.</li> <li>- Insufficient prioritisation or internal resource allocation by EASA.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Cost increases due to inefficient use of facilities.</li> </ul>	<ul style="list-style-type: none"> <li>- FM manager.</li> <li>- Health &amp; security officer.</li> <li>- Inter-departmental Health &amp; Safety Network.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>L</p> <p><b>Score</b></p> <p>L</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Increased health and safety risks caused by newly created hazards or by information on potential health &amp; safety issues not being fed into the internal process and/nor not reaching the responsible persons or organisations.</li> <li>- Exposure to legal action.</li> <li>- Financial damage.</li> <li>- Disruption and Delays in delivering the service.</li> </ul>		
<b>R21</b>	<p><b>Third-Country Operators Authorisation</b></p> <p><b>Description:</b> Failure to identify and react timely to ICAO non-compliant TCOs that operate in the EU.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- False TCO compliance statements by TCO applicants.</li> <li>- Unreliability or unavailability (breakdown) of TCO Web Interface software application.</li> <li>- Lack of cooperation on the part of applicants.</li> <li>- Failure to identify safety threats based on the data.</li> <li>- Lack of coordinated approach between TCO and Air Safety List leading to inefficient/overlapping activities.</li> <li>- Impossibility to conduct on-site inspections due to security reasons or pandemic situations leading to undetected or unresolved non-compliances.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Unmitigated safety hazards of TCO operating in Europe.</li> <li>- Breach of regulatory requirement by the Agency.</li> <li>- Financial and/or consequential damages for industry.</li> <li>- Reputational damage for EASA.</li> <li>- Political pressure on EASA.</li> </ul>	<ul style="list-style-type: none"> <li>- Terms of Use for TCO Web Interface.</li> <li>- Ramp inspections.</li> <li>- Sampling during initial TCO assessment and Continuous Monitoring Programme.</li> <li>- Making use of IT reporting tools (BO) and automation to the extent possible.</li> <li>- Monitoring of responsiveness of TCO applicants with prompting/reminding/consulting where required.</li> <li>- Negative decision &amp; appeal procedure.</li> <li>- TCO manpower calculation.</li> <li>- MA Staffing Plan.</li> <li>- Internal Agency cross-servicing.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>L</p> <p><b>Score</b></p> <p>L</p>
<b>R22</b>	<p><b>Risk-based Approach</b></p> <p><b>Description:</b> Difficulties in identifying, evaluating, and prioritising risks.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Process not adequately organised.</li> <li>- Lack of training.</li> <li>- Difference of culture.</li> </ul>	<ul style="list-style-type: none"> <li>- Regulations.</li> <li>- Procedures for Oversight of Organisations.</li> <li>- DOA Dashboard.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Incorrect allocation of EASA resources and resulting in ineffective and inefficient oversight.</li> <li>- Organisations/Operators non-compliant with Regulations.</li> <li>- Ultimately safety or environmental issue on products.</li> <li>- Undue refusal, limitation suspension and revocation.</li> <li>- Reputational damage.</li> <li>- Legal damage.</li> </ul>		
R23	<p><b>Working Arrangements (WAs) / Bilateral Safety Agreements (BASAs)</b></p> <p><b>Description:</b> Increasing complexity of the international approval system, due to fragmented State-to-State agreements and working arrangements. Failure to implement the provisions introduced through new BASAs.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Process not adequately organised.</li> <li>- Insufficient coordination and alignment with the stakeholders.</li> <li>- Time and resources constraints.</li> <li>- Difference of culture.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Organisations/Operators non-compliant with Regulations.</li> <li>- Ultimately safety or environmental issue on products.</li> <li>- Reputational damage.</li> <li>- Legal damage.</li> </ul>	<ul style="list-style-type: none"> <li>- For WAs: a dedicated process is in place to govern development of WAs (PR.BWA.00002-004). It specifically mandates that an impact assessment shall be performed.</li> <li>- For BASA: a dedicated process is in place to govern development of BASA's (PR.BWA.00001-004). It specifically addresses confidence building activities and safeguard measures.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>L</p>
R24	<p><b>Organisation Approvals</b></p> <p><b>Description:</b> Ineffective oversight of the organisation approvals activities.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Process not adequately organised.</li> <li>- Delayed development and approval of process to implement Regulation (EU) 2018/1139.</li> <li>- Insufficient training of team members.</li> <li>- Non-harmonised implementation of Safety Management System across differing safety cultures.</li> </ul>	<ul style="list-style-type: none"> <li>- Regulations.</li> <li>- Agency's Roadmap for the Implementation of the Regulation (EU) 2018/1139 as approved by the MB.</li> <li>- Procedures for Oversight of Organisations.</li> <li>- Technical training.</li> <li>- Control of Outsourcing.</li> <li>- DOA Dashboard.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Political situation preventing oversight exercise in non EU countries.</li> <li>- Pandemic situations impacting the ability to perform oversight of EASA-approved organisations.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Organisations non-compliant with Regulations.</li> <li>- Ultimately safety or environmental issue on products.</li> <li>- Undue refusal, limitation suspension and revocation.</li> <li>- Reputational damage.</li> <li>- Legal damage.</li> </ul>		
<b>R25</b>	<p><b>ICAO Cooperation</b></p> <p><b>Description:</b> Risk of European positions on aviation safety, air navigation, environment and security not taken into account and reflected properly.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Individual interests of Member States.</li> <li>- Lack of coordination.</li> <li>- Lack of knowledge and resources.</li> <li>- Lack of awareness of potential consequences.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Loss of credibility of the European system.</li> <li>- Loss of influence on ICAO rulemaking processes.</li> <li>- Risk of ICAO Standards and Recommended Practices documents not aligned with EU rules and policies.</li> <li>- Inefficient use of resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Coordination of ICAO State Letters (process PR.ICAO.00005-006).</li> <li>- IISC (Internal International Standards Committee) (work instruction: WI.IISC.00002-001).</li> <li>- Electronic Filing of Differences (process PR.ICAO.00017-001).</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>
<b>R26</b>	<p><b>Bilateral Agreements and Working Arrangements</b></p> <p><b>Description:</b> Safety risk in case of deficiency in some foreign partners' safety systems. Risk of imbalance in BASAs and WAs, to the detriment of European Industry.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of appropriate impact assessment.</li> <li>- High political influence.</li> <li>- Insufficient coordination and alignment with the European Commission and stakeholders.</li> <li>- Time and resource constraints.</li> </ul>	<ul style="list-style-type: none"> <li>- For WAs: a dedicated process is in place to govern development of WAs (PR.BWA.00002-004). It specifically mandates that an impact assessment shall be performed.</li> <li>- For BASA: a dedicated process is in place to govern development of BASAs (PR.BWA.00001-004). It specifically addresses confidence building activities and safeguard measures.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Foreign products and/or services accepted under bilateral agreements do not fulfil European minimum standards and create safety hazards, with possible political/financial liability for EASA.</li> <li>- Imbalanced BASAs/WAs may result in loss of business opportunities for European industry in partner countries and/or competitive advantages of non-European industry.</li> </ul>		
R27	<p><b>Technical support - Failure to Deliver Projects to EC</b></p> <p><b>Description:</b> The Agency might not be in a position to deliver the projects to the Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of awareness of EU framework/regulations</li> <li>- Inappropriate planning.</li> <li>- High administrative lead times and burden.</li> <li>- Administrative constraints (e.g. contractual / financial incompatibility).</li> <li>- Workload saturation / resource planning &amp; availability.</li> <li>- Lack of availability of EASA technical expertise.</li> <li>- Lack of sub-contractor expertise or poor sub-contractor quality.</li> <li>- Instability of partner actors.</li> <li>- High turnover of key beneficiary personnel.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Commission decision not to give future projects to EASA as the leading party (for projects within EASA's scope) or EASA not being in a position to take over future projects due to contractual / financial incompatibilities.</li> <li>- Reputational damage in Europe and project area.</li> <li>- Loss of influence in the international arena.</li> <li>- Refund/payback project budget.</li> <li>- Wasted efforts.</li> <li>- Reduction/lack of earmarked funds to finance specifically hired Contract Agents.</li> </ul>	<ul style="list-style-type: none"> <li>- Coordination and planning of projects together with the Commission.</li> <li>- Agreement with Commission on standard project conditions (e.g. financial elements).</li> <li>- Detailed financial and resources planning.</li> <li>- Establishment of Governance Panel to streamline processes and involve all Agency players early in process.</li> <li>- Close monitoring of contractor performance.</li> <li>- Monitoring and communication with relevant stakeholders.</li> <li>- Well-structured project development and management.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
<b>R28</b>	<p><b>Technical Training</b></p> <p><b>Description:</b> The training offer does not meet the (internal and external) prioritised stakeholders' needs.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Training programmes have not been adequately established and maintained.</li> <li>- Common approach to identify needs has not been followed-up appropriately.</li> <li>- Training courses are not adequately checked on whether they address identified needs.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Staff may not perform to the required standard in terms of safety and efficiency.</li> <li>- Inadequate use of human and financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Training programmes established on the level of job profiles and specific functions.</li> <li>- Training provided based on an adopted annual training plan.</li> <li>- Competency profiles being established by HR, Technical Training and operational Departments.</li> <li>- Common Training Initiative Group is used to identify the training needs for aviation inspectors.</li> <li>- Review of the training course offer from EASA and the Virtual Academy/future approved training organisations on a regular interval to verify that all prioritised needs are adequately addressed.</li> </ul>	<p><b>Likelihood</b> M</p> <p><b>Impact</b> S</p> <p><b>Score</b> M</p>
<b>R29</b>	<p><b>European Central Question Bank (ECQB)</b></p> <p><b>Description:</b> Leakage of the database</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- EASA servers or servers of Members States or their service providers are not sufficiently protected against cyber-attacks.</li> <li>- Processes for the protection of the databank are not sufficient.</li> <li>- Involved persons are not aware that question of the databank shall not be shared.</li> </ul> <p><b>Potential consequence(s):</b> Examinations do not provide a reliant result of the required knowledge of pilots.</p>	<ul style="list-style-type: none"> <li>- Information leaflets on the protection of the databank.</li> <li>- Contracts with Member States authorities outlining the responsibilities and accountabilities of Member States as regards the protection of the databank.</li> <li>- IT security measures.</li> <li>- Future exam service to implement the protection measures promoted by EASA.</li> </ul>	<p><b>Likelihood</b> M</p> <p><b>Impact</b> S</p> <p><b>Score</b> M</p>
<b>R30</b>	<p><b>European Central Question Bank (ECQB)</b></p> <p><b>Description:</b> Lack of sufficient experts nominated by the NAAs.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Limited resources at the NAA to ensure availability of personnel or to contract an appropriate subject matter expert.</li> <li>- Lack of awareness at the NAAs of the volume of support provided by their nominated experts.</li> <li>- For some experts, limited incentives to contribute.</li> </ul>	<ul style="list-style-type: none"> <li>- Continuous monitoring of availability of NAA experts and monitoring of their activity, reporting to the NAA.</li> <li>- Regular communication with experts on their contributions and on the improvements to the ECQB.</li> <li>- ECQB team contains subject matter experts who conduct technical reviews.</li> <li>- Consider additional funds from EASA to contract in subject matter experts for question review.</li> </ul>	<p><b>Likelihood</b> M</p> <p><b>Impact</b> M</p> <p><b>Score</b> M</p>

Ref.:	Description	Controls	Rating
R31	<p><b>Potential consequence(s):</b> Delay in the review of questions and completion of the ECQB package each year for the NAAs.</p> <p><b>Data Processing</b></p> <p><b>Description:</b> Insufficient support from stakeholders to provide economic data to assess the effect of the new and existing regulation. Regulatory framework puts EU industry under a competitive disadvantage and jeopardises innovation. Inadequate regulatory framework remaining in place, without being amended, thus causing difficulties/harm to Competent Authorities and Industry. Failure to identify the inadequacies and negative effects in application of the regulatory framework.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of appropriate impact assessment (data and IT tools to perform impact assessments).</li> <li>- Insufficient coordination and alignment.</li> <li>- Time and resources constraints.</li> <li>- Confidentiality issues.</li> <li>- Lack of understanding by NAAs &amp; industry on the significance and need for economic data.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- 'Reputational damage.</li> <li>- Legal damage.</li> <li>- Sub-optimal choice of policy options based on qualitative justifications (instead of evidence-based justifications).</li> <li>- Competency disadvantage for EU industry.</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthened impact assessment team functionality.</li> <li>- Strengthened access to existing data sources.</li> <li>- Robust and spread-out implementation of Best Intervention Strategy.</li> <li>- Enlarged alternative means of compliance team.</li> <li>- Advisory Bodies.</li> <li>- Strengthen evaluation and feedback function.</li> <li>- Add more flexibility to the regulatory framework in order to enable innovation.</li> </ul>	<p><b>Likelihood</b> M</p> <p><b>Impact</b> S</p> <p><b>Score</b> M</p>
R32	<p><b>Alternative Means of Compliance and Handling of Flexibility Provisions to Rules</b></p> <p><b>Description:</b> Increase in the number of notifications exceeds capacity.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Insufficient coordination and alignment.</li> <li>- Time and resources constraints.</li> <li>- Increased number of notifications related to the COVID crisis and recovery.</li> </ul> <p><b>Potential consequence(s):</b></p>	<ul style="list-style-type: none"> <li>- N/A</li> </ul>	<p><b>Likelihood</b> M</p> <p><b>Impact</b> S</p> <p><b>Score</b> M</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Delay in the issuance of Agency recommendations.</li> <li>- Erroneous recommendations.</li> <li>- Reputational damage.</li> <li>- Legal damage.</li> <li>- Safety issues.</li> <li>- Financial issues.</li> </ul>		
R33	<p><b>Adequacy of Rules</b></p> <p><b>Description:</b> Failure to identify the inadequacies and negative effects in application of the rules. Insufficient support from stakeholders to provide economic data.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Insufficient coordination and alignment.</li> <li>- Time and resources constraints.</li> <li>- Unavailability of data.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Reputational damage.</li> <li>- Legal damage.</li> <li>- Safety issues.</li> <li>- Financial issues.</li> <li>- Increased workload.</li> </ul>	<ul style="list-style-type: none"> <li>- Yearly report.</li> <li>- Periodical analysis.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>L</p> <p><b>Score</b></p> <p>L</p>
R34	<p><b>Safety Assessment of Foreign Aircraft (SAFA) Coordination</b></p> <p><b>Description:</b> Regional (political) complications for States joining a European programme. Impaired ramp inspection data quality. Unavailability of the Ramp Inspection Database (down-time or lack of connectivity with other DBS and inadequate functionalities) preventing Member States from exchanging safety information.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Incorrect analysis and erroneous decisions on enforcement actions towards operators.</li> <li>- Loss of data / data integrity.</li> <li>- Rapid growth and/or capability/willingness of the new state to follow the programme standards.</li> </ul> <p><b>Potential consequence(s):</b></p>	<ul style="list-style-type: none"> <li>- Regulations.</li> <li>- Documented procedures.</li> <li>- Business Continuity Plan defined.</li> <li>- Appropriate prioritisation of IT investments.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>L</p> <p><b>Score</b></p> <p>L</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Incorrect analysis and erroneous decisions on enforcement actions towards operators.</li> <li>- Reputational damage.</li> <li>- Legal damage.</li> <li>- Safety and environmental issues.</li> <li>- Refusal of key Authorities to join the Ramp Programme.</li> </ul>		
<b>R35</b>	<p><b>Strategy and Safety Planning</b></p> <p><b>Description:</b> Failure to take account of emerging safety risks. Lack of alignment between business and Agency strategy, due to insufficient or falsely targeted communication.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of adequate tools/processes.</li> <li>- Inadequate technical competencies in the fast changing and innovative aviation sector.</li> <li>- Constraints imposed by the staff/financial regulations.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Safety issues; Reputational damage; Financial issues; Increased workload.</li> </ul>	<ul style="list-style-type: none"> <li>- Robust Agency governance system.</li> <li>- Safety analysis process/safety risk management process.</li> <li>- Creation of new Agency bodies related to innovation/digitalisation.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>L</p>
<b>R36</b>	<p><b>Digital Licence for Aviation Pilot (dLAP)</b></p> <p><b>Description:</b> Failure to coordinate at EU level while ICAO is opening the possibility to develop Electronic Licences might prevent EU States to benefit from this efficiency gain and might even generate isolated non-coordinated development at State level that will be challenging to integrate in an EU position.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of EU driving force to establish the dLAP Programme.</li> <li>- Fast development at ICAO level with no EU involvement.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Development of uncoordinated national digitalisation programmes.</li> <li>- Fragmentation in the technical solution and mutual recognition with third countries.</li> <li>- Duplication of efforts in the frame of the development of a central repository of licence as per Art 74 of Reg. (EU) 2018/1139.</li> </ul>	<ul style="list-style-type: none"> <li>- dLAP Proof of Concept Project.</li> <li>- Coordination established with CORAL and Art.74 development.</li> <li>- Link with ICAO EPL TF.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>L</p>

Ref.:	Description	Controls	Rating
R37	<p><b>Digital Licence for Aviation Pilot (dLAP)</b></p> <p><b>Description:</b> Insufficient development of the EU dLAP project.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Absence of commitment from MS to fund the recurring costs.</li> <li>- Absence of subsidy budget to kick-in the platform development.</li> <li>- Dependency on REPIF progress and delivery.</li> <li>- Insufficient resources allocated at EASA and MS level.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Underdevelopment of the digitalisation in EU compared to other countries (China, UAE...).</li> <li>- Potential contradiction with EU principles not identified on time.</li> <li>- Rejection of ICAO Annex I amendments blocking the whole development.</li> <li>- Limited utilisation of dLAP by MS after its deployment and/or MS abandoning the partnership after 5 years.</li> </ul>	<ul style="list-style-type: none"> <li>- Funding by EASA on EU subsidies.</li> <li>- Co-Funding by dLAP Proof Concept Project partners.</li> <li>- dLAP Project governance.</li> <li>- dLAP partnership agreements.</li> <li>- EASA IT technical support via CORAL.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>M</p> <p><b>Score</b></p> <p>M</p>
R38	<p><b>Implementation Support Capacity</b></p> <p><b>Description:</b> Requests for support from Member States exceeds internal capacity.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Limited availability of EASA resources.</li> <li>- Too many requests received and accepted.</li> <li>- Additional needs related to the COVID crisis that cannot be addressed.</li> <li>- Impossibility to provide implementation support on-site.</li> </ul> <p><b>Potential consequence(s):</b> Inability to deliver Implementation Support as needed.</p>	<ul style="list-style-type: none"> <li>- Prioritisation via Executive Committee.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>L</p> <p><b>Score</b></p> <p>L</p>
R39	<p><b>Implementation Support Effectiveness</b></p> <p><b>Description:</b> Implementation Support provided by the Agency does not enable a robust European Safety system.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Inability/unwillingness of NAAs to align to the EU aviation safety system.</li> <li>- Insufficient staff.</li> </ul>	<ul style="list-style-type: none"> <li>- Project monitoring, which may trigger complementary measures (e.g. rulemaking, safety promotion).</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Insufficient qualification of NAA inspectors.</li> <li>- Lack of political support.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- States cannot implement EU rules or rules are not applied in the same way across Europe.</li> <li>- Industry criticism.</li> <li>- Damage to Aviation Stakeholders.</li> </ul>		
R40	<p><b>Cybersecurity in Aviation and Emerging Risks</b></p> <p><b>Description:</b> Lack of support from the Member States to the role that should be played by EASA on safety-related security issues.</p> <p><b>Potential cause(s):</b> Member States feeling that any role played by EASA will affect their sovereignty on security matters.</p> <p><b>Potential consequence(s):</b> Impossibility or delay in the implementation of essential elements of the EU Cybersecurity Strategy.</p>	<ul style="list-style-type: none"> <li>- Communication / Coordination of cybersecurity matters through the European Strategic Coordination Platform, in order to give the appropriate visibility across all affected EU Institutions, Agencies and Organisations, Stakeholders and Authorities.</li> <li>- Continuous communication with the Advisory Bodies of the Agency.</li> <li>- Prioritization at the highest level within the Agency.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>
R41	<p><b>Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts</b></p> <p><b>Description:</b> Failure to achieve an agreement between Member States on the U-Space Commission Regulation due to limited experience on the proposed technical concept.</p> <p><b>Potential cause(s):</b> Diverging U-Space implementation by Member States and political pushback from ANSPs.</p> <p><b>Potential consequence(s):</b> Reputational damage; Political pressure; Industry criticism; Damage to Aviation Stakeholders; Not harmonized U-Space implementation in EU.</p>	<ul style="list-style-type: none"> <li>- Monthly Steering Committee with EASA Directors.</li> <li>- Communication with stakeholders through various workshops and events.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>
R42	<p><b>Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts</b></p> <p><b>Description:</b> Failure to publish the Notice of Proposed Amendment (NPA) supporting operations in the Certified Category for which industry interest is the highest (e.g. Urban Air Mobility) due to limited experience on the proposed concept and societal acceptance.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Lack of financial and/or human resources.</li> <li>- Negative priorities established in the SPD.</li> </ul>	<ul style="list-style-type: none"> <li>- Monthly Steering Committee with EASA Directors.</li> <li>- Communication with stakeholders through various workshops and engagement in Network of Demonstrators and UAM projects launches by various cities in Europe.</li> <li>- Support MS in U-space implementation as part of wider EC Drones Strategy 2.0.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>M</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Political pushback from citizens.</li> <li>- Delay of, or disagreement on, Impact Assessment (IA) as part of NPA.</li> </ul> <p><b>Potential consequence(s):</b> Reputational damage; Political pressure; Industry criticism; Damage to Aviation Stakeholder; Un-harmonized U-Space implementation in EU; Delayed implementation of U-space airspace volumes and related USSP services; Delayed entry into service (EIS) of UAS/eVTOL operations.</p>		
<b>R43</b>	<p><b>F&amp;C Regulation Review</b></p> <p><b>Description:</b> Reviewed F&amp;C Regulation does not bring the forecasted revenues.</p> <p><b>Potential cause(s):</b> The level of income generated is significant lower compared to the forecast especially in light of the COVID-19 pandemic resulting in less industry activities and adoption of financial relief measures to the benefit of industry.</p> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- EASA's F&amp;C priced activities are over- or under-priced.</li> <li>- Heavy and resource consuming F&amp;C management structure.</li> <li>- Increase in complaints to be dealt with after adoption.</li> <li>- Deficit on F&amp;C activities cannot be absorbed by accumulated reserve, leading to delayed or cancelled activities.</li> </ul>	<ul style="list-style-type: none"> <li>- High-level management group foreseen to monitor performance after entry into force.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>L</p>
<b>R44</b>	<p><b>ATM/ANS Coordination</b></p> <p><b>Description:</b> Failure to support emerging ATM projects, due to lack of resources and lack of consistent ATM vision within the Agency. Communication failure with other stakeholders (EC, Eurocontrol, SJU, etc.).</p> <p><b>Potential cause(s):</b> Concurring priorities absorbing resources and attracting attention of senior management.</p> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Activities not delivered on time.</li> <li>- Outcomes do not have the buy-in from stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>- Reporting directly to the ED and a Steering Committee made of ED and the Directors from FC, CT and SM.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>L</p> <p><b>Score</b></p> <p>L</p>
<b>R45</b>	<p><b>Management of Fraud Prevention</b></p> <p><b>Description:</b> Failure to manage situations in which Agency staff or other persons working for the Agency (SNEs, interims, trainees) could be engaged in, or fail to, report a potential fraudulent act, and thereby may</p>	<ul style="list-style-type: none"> <li>- EU Regulations in place</li> <li>- Staff training.</li> <li>- Nominated person responsible for Anti-Fraud.</li> <li>- Guidance material published on EASA's Intranet.</li> </ul>	<p><b>Likelihood</b></p> <p>L</p> <p><b>Impact</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<p>cause a financial impact as well as potential damage to the Agency's image.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Insufficient guidance to staff/other persons working for the Agency in identifying potential Fraud.</li> <li>- Lack of awareness/training on Fraud.</li> <li>- Reporting lines and/or process not followed in a Fraud case and the relevant actions not taken.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- Financial and/or reputational damage to the Agency.</li> <li>- Annual Accounts not approved.</li> <li>- Discharge not granted.</li> </ul>	<ul style="list-style-type: none"> <li>- Quality Manual and Procedures.</li> <li>- Frequent review of procedural environment.</li> <li>- Anti-Fraud Strategy.</li> <li>- Risk Register (included in SPD).</li> </ul>	<p><b>Score</b></p> <p>L</p>
R46	<p><b>Repository of Information (Art.74)</b></p> <p><b>Description:</b> Failure to define, implement or maintain the future Repository of Information as defined in the Regulation (EU) 2018/1139.</p> <p><b>Potential cause(s):</b></p> <ul style="list-style-type: none"> <li>- Unclear or not agreed business specifications between the Agency and the Member States.</li> <li>- Unclear or Lack of agreement between the Agency and the Member States to release the Opinion to EC.</li> <li>- Interoperability issues due to the diversity of existing IT systems within the Agency and Member States.</li> <li>- Non-compliance with data protection regulation.</li> <li>- Unclear or not agreed technical requirements between the Agency and the Member States (security, Access rights Management, etc.).</li> <li>- Lack of integration with the future IT architecture within the Agency.</li> <li>- Delay or cancellation of CORAL programme.</li> <li>- Low-priority decided by CORAL programme.</li> </ul> <p><b>Potential consequence(s):</b></p> <ul style="list-style-type: none"> <li>- The Agency, States and EC cannot exchange automated information.</li> <li>- Potential non-compliance to rules.</li> <li>- Reputational damage.</li> <li>- Legal damage.</li> <li>- Political pressure.</li> </ul>	<ul style="list-style-type: none"> <li>- Task Force with Member States.</li> <li>- Project part of CORAL governance.</li> <li>- MAB involvement for legal and political decisions.</li> <li>- DPO and legal involved in the TF when necessary.</li> <li>- TF is also the Rulemaking Group to draft the Regulation.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

Ref.:	Description	Controls	Rating
	<ul style="list-style-type: none"> <li>- Industry criticism.</li> <li>- Damage to Aviation Stakeholders.</li> </ul>		
R47	<p><b>Sustainable Aviation Programme</b></p> <p><b>Description:</b> Failure to identify and set priorities for actions to address issues related to environmental protection and sustainable aviation. Failure to support those actions.</p> <p><b>Potential cause(s):</b> Insufficient coordination and alignment; Time and resources constraints; Inadequate decision making on actions required.</p> <p><b>Potential consequence(s):</b> Sustainable aviation programme's objectives and Expected Result: [Q2 2021 Result]s not achieved.</p>	<ul style="list-style-type: none"> <li>- The Sustainable aviation programme is managed by the EASA sustainable aviation programme manager who reports to a steering committee including participation at EASA Director level.</li> </ul>	<p><b>Likelihood</b></p> <p>M</p> <p><b>Impact</b></p> <p>S</p> <p><b>Score</b></p> <p>M</p>

## XIV. Procurement Plan 2022

### Indicative 2022 Procurement Plan for Operational High Value Procurement Procedures (>139K€):

DIR	EXPENDITURE	BUDGET LINE	CONTRACT SUBJECT	TYPE OF CONTRACT <sup>(1)</sup>	NR OF PROCEDURES	ESTIMATED CONTRACT VALUE	POTENTIAL 2022 IMPACT
RS	ADMIN&OPERATIONAL	more on title 2	Building construction and technical equipment	FRAMEWORK CONTRACT	1	€600.000	€-
RS	ADMINISTRATIVE	2051	Facility management consultancy services	FRAMEWORK CONTRACT	1	€1.700.000	€-
RS	ADMINISTRATIVE	2051	Property consultancy and project supervision/management services	FRAMEWORK CONTRACT	1	€1.900.000	€-
RS	ADMINISTRATIVE	2051	TECHNICAL BUILDING MANAGEMENT IN THE AREA OF MEDIA TECHNOLOGY	FRAMEWORK CONTRACT	1	€1.000.000	€-
RS	ADMINISTRATIVE	2210	Office furniture	FRAMEWORK CONTRACT	1	€200.000	€-
RS	OPERATIONAL	3000	Acquisition of Qualified Entity Services for EASA certification and oversight activities	FRAMEWORK CONTRACT	1	€7.500.000	€-
RS	ADMIN&OPERATIONAL	1420_IT, 3909, 2101, 2106, 3200	SAP / PEGA / Trainings	FRAMEWORK CONTRACT	1	€33.460.000	€-
SM	EARMARKED	4001	Pilot Project SAF	FRAMEWORK CONTRACT	1	€1.395.000	€700.000
SM	OPERATIONAL	3600	Successor contract Emissions consultancy	FRAMEWORK CONTRACT	1	€4.000.000	€-
SM	OPERATIONAL	3904	ECCAIRS 2 - operation and further developments to integrate the central solution	FRAMEWORK CONTRACT	1	€5.000.000	€1.000.000
RS	OPERATIONAL	3800	Technical Training in the field of Aviation	FRAMEWORK CONTRACT	1	€600.000	€150.000
SM	EARMARKED	Title 4 - TBC	Big Data and Data Science Provider	FRAMEWORK CONTRACT	1	€25.000.000	€5.950.000
SM	EARMARKED	4001	COM-EASA 2nd contribution agreement - security research action	DIRECT CONTRACTS	several	€13.130.000	€13.130.000
SM	EARMARKED	4001	COM-EASA 3rd contribution agreement - environmental sustainability research action	DIRECT CONTRACTS	several	€9.000.000	€-
SM	EARMARKED	4001	COM-EASA 3rd contribution agreement - safety and health safety research action	DIRECT CONTRACTS	several	€5.000.000	€-
SM	EARMARKED	4001	COM-EASA 3rd contribution agreement - security research action	DIRECT CONTRACTS	several	€3.000.000	€-

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

TYPE OF PROCEDURE	ANTICIPATED VOLUME	BUDGETARY IMPACT 2022	THEREOF	
<b>HIGH VALUE PROCEDURES (&gt;139K €)</b>	20	€ 20.930.000	5%	OPERATIONAL
			0%	ADMINISTRATIVE
			95%	EARMARKED
<b>MIDDLE &amp; LOW VALUE PROCEDURES (1-139K€)</b>	--	€ 1.310.000	65%	OPERATIONAL
			26%	ADMINISTRATIVE
			9%	EARMARKED
<b>CONTRACT IMPLEMENTATION</b>	--	€ 63.587.038	17%	OPERATIONAL
			38%	ADMINISTRATIVE
			45%	EARMARKED
<b>TOTAL</b>	<b>20</b>	<b>€ 85.827.038</b>		

## XV. Agency KPI Dashboard

EASA monitors the performance of its activities using the KPIs detailed in Part III – Annual Work Programme (AWP) organised key activity/area of operation. For ease of reference, all KPIs are listed below, including historical data and future targets. The KPIs shall be monitored on a quarterly basis using the below status categorisation/calculation to aggregate the KPI status per key process/programme.

Legend	Indicator	Year-End Status	Indicator Calculation
	On-Track	Achieved	>95% Actual/Target
	Delayed/At Risk	Partially Achieved	95-85% Actual/Target
	Attention Required	Cancelled/Not Achieved	<85% Actual/Target
	Not Measurable	Postponed	Not measurable

### Product Certification

Indicator	Description	Result 2019	Result 2020	Target 2021	Result Q2 2021	Target 2022	Target 2023
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	89%	101%	95-105%	112%	95-105%	95-105%
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	4.3%	3.2%	≤5%	2.3%	≤5%	≤5%
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	95%	100%	≥90%	115%	≥90%	≥90%
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	77%	114%	90-110%	81%	90-110%	90-110%
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. technical acceptance = start of investigation	13 days	7 days	≤10 days	7.5 days	≤10 days	≤10 days
Timeliness of certification support for validation of products	'Time of 'Forwarding letters' sent to Third Country Authorities not above 20 working days after the project allocation	67%	71%	≥71%	48%	≥71%	≥71%

## Organisation Approvals

Indicator	Description	Result 2019	Result 2020	Target 2021	Result Q2 2021	Target 2022	Target 2023
Timely approval of Design Organisation (DOA) continuation	Rate of 3rd year annual surveillance reports approved within 2 months after the due date	97%	82.3%	≥95%	80%	≥80%	≥80%
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	95.4%	95%	≥50%	94%	≥75%	≥90%
On time closure of Organisation Approvals (OA) findings	Ensure OA compliance with target dates: % of findings closed within the applicable deadlines. Deadlines are defined by the regulations and vary according to the findings	89.5%	91%	≥70%	93%	≥80%	≥80%

## Third Country Operators

Indicator	Description	Result 2019	Result 2020	Target 2021	Result Q2 2021	Target 2022	Target 2023
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	99.5%	95%	≥90%	94%	≥90%	≥90%
Timely validation/completion of Third Country Operator applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	80%	100%	≥70%	91%	≥80%	≥80%
Timely closure of the TCO findings of authorised operators according to the agreed CAP implementation due date	For authorised operators not subject to enforcement measures, rate of the corrective actions closed within the agreed deadline (initial or revised)	New KPI	96%	≥80%	88%	≥80%	≥80%

## Standardisation

Indicator	Description	Result 2019	Result 2020	Target 2021	Result Q2 2021	Target 2022	Target 2023
Efficient and robust Standardisation (yearly)	5% year-on-year decrease of the total number of findings raised against Regulations that have been applicable for more than 2 years	-17%	67%	≤-5%	N/A*	≤-5%	≤-5%
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	17.1%	35%	≤20%	27%	≤20%	≤20%
Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	92.2%	86%	≥90%	67%	≥90%	≥90%

\*Measurement available at year end

## EU Ramp Inspection Programme

Indicator	Description	Result 2019	Result 2020	Target 2021	Result Q2 2021	Target 2022	Target 2023
Timely issuance of data analyses to Participating States	Timely preparation and issuance of periodic analyses of ramp inspection data to all Participating States at least twice per year in accordance with the defined calendar	New KPI	100%	100%	100%	100%	100%
Timely issuance of the system wide coordination targets to the Member States – twice a year	Timely issuance of the system wide coordination targets to the Member States at least twice per year in accordance with the defined calendar	N/A	N/A	100%	100%	100%	100%

## International Cooperation

Indicator	Description	Result 2019	Result 2020	Target 2021	Result Q2 2021	Target 2022	Target 2023
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	On-Track	66.6%	≥80%	20%	≥80%	≥80%

Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	On-Track	100%	≥90%	N/A*	≥90%	≥90%
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	90.2%	80.3%	≥80%	88%	≥80%	≥80%
Quality of delivered projects based on stakeholder feedback	Average score of all completed feedback forms, on scale from 0 to 7, where 7 is the best score possible	6.56	6.5	≥5 on scale of up to 7	6	≥5 on scale of up to 7	≥5 on scale of up to 7
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	% of State Letters recommendations provided on time	100%	100%	≥90%	100%	≥90%	≥90%
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	Delayed	Achieved	Updated compliance checklists for 2 ICAO Annexes per year	Monitored	Updated compliance checklists for 2 ICAO Annexes per year	Updated compliance checklists for 2 ICAO Annexes per year

\*Measurement available at year end

## Rulemaking

Indicator	Description	Result 2019	Result 2020	Target 2021	Result Q2 2021	Target 2022	Target 2023
Quality of NPAs	Number of feedback received, which rates the quality of published NPAs as not or not at all satisfactorily, vs total number of commentators	New KPI	New KPI	<25%	On-track	<15%	<10%
Timely Progress on Rulemaking Actions	1. Strategic actions <sup>13</sup> planned vs actual.	New KPI	N/A	70%	On-track	80%	90%
	2. Opinions planned vs actuals.	100%	80%	80%	60%	80%	80%
	3. Decisions <sup>14</sup> planned vs actuals.	81%	58%	80%	75%	80%	80%
	4. NPAs planned vs actuals.	59%	73%	80%	53%	80%	80%

<sup>13</sup> Rate of implementation of EPAS actions related to Agency's strategic priorities: Annual assessment of the overall result of different type of activities (RMT, SPT, MST, RES, EVT) for selected matters of strategic relevance

<sup>14</sup> This includes Decisions stand alone and Decision CS. Decision pending IR are excluded.

Rulemaking Process Efficiency	1. Average time with standard procedure.	3.5 years	3.2 years	≤3.5 years	4.4 years	≤3.5 years	≤3.5 years
	2. Average time with Art.15/16.	1.7 years	1.16 years	≤1.5 years	0.8 years	≤1.5 years	≤1.5 years
	3. Average time at the EC.	1.9 years	1.7 years	N/A	1.36 years	N/A	N/A
Best Intervention Strategy (BIS) Coverage	At the programming level, almost all actions to be supported by impact assessment in the Best Intervention Strategy	100%	100%	≥95%	N/A*	≥95%	≥95%
Number of evaluations published yearly	Cover domains with ex-post evaluations of rules (3 year moving average)	New KPI	1	1	N/A*	1	1.3
Timely answer to exemption requests (as defined by the Basic Regulation)	Exemptions and derogations notifications are processed in a timely manner and subsequent safety recommendations ensure business continuity at appropriate safety levels	83.6%	97.2%	≥90%	98.7%	≥90%	≥90%

\*Measurement available at year end

## Safety Intelligence & Performance

Indicator	Description	Result 2019	Result 2020	Target 2021	Result Q2 2021	Target 2022	Target 2023
Timely processing of occurrence reports	Percentage of occurrence reports processed within five working days, whereas the average processing time is equal to or below 4	80% 4.1 days	62% 7 days	≥85% ≤4 days	52% 12.4 days	≥85% ≤4 days	≥85% ≤4 days
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	98.5%	99.8%	≥95%	99.8%	≥95%	≥95%
Timeliness to answer safety recommendations	% of first replies provided within 90 days	100%	94.4%	≥97.5%	100%	≥97.5%	≥97.5%
Productivity and Quality of Safety Analysis process and SRM Process	1. Analysis of safety issues Number of Safety Issues Analysis or Outcomes of D4S directed Study documents presented and endorsed by the SRP.	4	4	≥4	4	≥4	≥4
	2. The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	New KPI	N/A	Published end Q2	On-track	Published end Q2	Published end Q2

Safety Promotion	3. Planned and unplanned safety analysis requests and Executive Briefing Notes on-time and qualitative deliveries.	New KPI	N/A	≥ 91%	100%	≥ 92%	≥ 93%
	Implementation Safety Promotion Programme: % of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	100%	100%	≥85%	100%	≥90%	≥90%
	Safety Promotion Resource Engagement: The number of FTEs spent on safety promotion actions	Achieved	9.4 FTE	11 FTE	5.5 FTE	12 FTE	12 FTE

### Applicant Services

Indicator	Description	Result 2019	Result 2020	Target 2021	Result Q2 2021	Target 2022	Target 2023
Typical processing times met <sup>15</sup>	Measures the percentage of applications that are completed within the typical processing time communicated to the applicant (date of submission to date of issuance of certificate)	Achieved	65%	70%	70%	60%	65%
Actual outsourced hours performed compared to target (pledged hours) <sup>16</sup>	Measures the percentage of the workload allocated to national aviation authorities that is delivered within the period compared to the partnership targets	Achieved	87%	95%	23%	90%	90%
Total applications received online <sup>17</sup>	Measures the percentage of all applications submitted through the web portal	90%	87%	85%	91%	70%	80%

<sup>15</sup> These are combined KPI technical directorates/ Resource directorate

<sup>16</sup> These are combined KPI technical directorates/ Resource directorate

<sup>17</sup> Depending on the implementation of CORAL. Baseline for the performance indicator total possible online applications received

## Corporate Processes

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	Q2 Target 2022	Target 2023
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	85%	79%	80%	89%	80%	80%
Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors	0%	0%	0%	0%	0%	0%
Timely execution of committed research projects	# research projects decided to be launched in N, towards the end of N-1 vs. # research projects launched in N	Below target	100%	100%	40%	100%	100%
Processing of requests for participation in external research projects	Percentage of external requests answered within two weeks	76%	100%	≥80%	80%	≥80%	≥80%
Research Expert Engagement	Measures the volume of effort dedicated to external research projects (cross-services). Percentage of cross services hours provided in relation to SPD target hours	3.5 FTE	4.1 FTE	≥4 FTE	1.6 FTE	≥5 FTE	≥5 FTE
<i>New KPI 2022+:</i> Timely implementation of procurement plan	% of procedures started vs. overall procurement plan	New KPI	New KPI	New KPI	New KPI	≥90%	≥90%
<i>New KPI 2022+:</i> Effectiveness of procurement procedures	% of procedures receiving 2 or more offers.	New KPI	New KPI	New KPI	New KPI	≥ 85%	≥ 90%
<i>New KPI 2022+:</i> Implementation of purchasing strategy (maximise competition)	% of preferred purchasing solutions (high value procedures, CEI, database of experts, list of vendors etc.) vs. overall number of procedures	New KPI	New KPI	New KPI	New KPI	≥ 70%	≥80%

## Transversal and Enabling Activities

Indicator	Description	Result 2019	Result 2020	Target 2021	Result 2021	Q2 Target 2022	Target 2023
Training days per staff member per year	Implementation of service targets as specified in the training plan	Below target	77%	≥90%	43%	≥90%	≥90%
Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	4.3	4.2	≥3.8	4.05	≥3.8	≥3.8
Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting)	Ensure usage of Statutory Temporary Agent posts in line with ED directive	96.5%	94.3%	≥98%	92.4%	≥98%	≥98%
Turnover rate	numbers of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	2.5%	1.2%	≤5%	0.14%	≤5%	≤5%
Staff Engagement survey (triennial) employee engagement score	Staff Engagement measured by combining the responses to the questions: - I would recommend EASA as an employer to a friend or family member; - I intend to still be working for the Agency in 12 months' time; - I see myself having a long-term perspective at EASA; - I am highly motivated in my current job; - I go beyond what is normally required in my job for the Agency to succeed.	76%	N/A - Next survey in 2022/23	N/A - Next survey in 2022/23	N/A - Next survey in 2022/23	68-76%	68-76%
Sick leave (annually)	Annual average days of short term sick leave per staff member (yearly reporting)	8.9 days	7.7 days	≤9 days	3.5 days	≤9 days	≤9 days
Operational cost of legacy services vs. Total operational IT costs (Excl. investment into new services – expand)	Share of operational costs devoted to legacy systems should be progressively reduced in favour of the new digital platforms	New KPI	Not available	75%	78%	65%	65%
IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	86%	80%	≥90%	82%	≥90%	≥90%
Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	97%	98.97%	≥95%	97.8%	≥95%	≥95%
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	3.7%	5.46%	≤5%	2.3%	≤5%	≤5%

Reaction time to health incidents reported to EASA security/LSO from time of report of incident until first reaction (e.g. arrival of internal paramedic on site)	Reaction time to health incidents is less than 5 minutes	New KPI	Within 5 mins	Max 5 min	1 min	Max 5 min	Max 5 min
Percentage of overall mission claims paid within 30 days	More than 75 % of mission claims are reimbursed within 30 days	New KPI	63%	>60%	92.2%	>70%	>75%
ECQB: Number of amendment reports issued to NAAs regarding reviewed existing questions per year	Number of amendment reports actually issued compared to the number of planned amendment reports	New KPI	100%	≥90%	On-Track*	≥90%	≥90%
ECQB: Number of newly developed questions (compared to the contracted number)	Number of questions newly developed, compared to the number of planned questions to be newly developed, as defined in the work plan	98%	97%	≥90%	N/A*	≥90%	≥90%

\*Measurement available at year end

## XVI. Summary Tables Budget 2022

Title Chapter Article Item	Heading	Budget Forecast 2022	Estimated by the Agency 2021	Authorised Budget 2022	Remarks Budget Forecast 2022
		Income	Income	Income	
<b>1</b>	<b>REVENUE FROM FEES AND CHARGES</b>				
10	REVENUE FROM FEES AND CHARGES				
100	Revenue from fees and charges	120.435.031	110.071.001	111.686.000	This appropriation concerns forecasted own revenue generated by Certification and Services provided by the Agency.
	Article 1 0 0 — Total	120.435.031	110.071.001	111.686.000	
	<b>CHAPTER 1 0 — TOTAL</b>	<b>120.435.031</b>	<b>110.071.001</b>	<b>111.686.000</b>	
	<b>Title 1 — Total</b>	<b>120.435.031</b>	<b>110.071.001</b>	<b>111.686.000</b>	
<b>2</b>	<b>EUROPEAN UNION SUBSIDY</b>				
20	EUROPEAN UNION SUBSIDY				
200	European Union subsidy	39.678.000	38.899.567	39.678.000	This appropriation concerns the revenue from the EU subsidy approved by the European Parliament. (Art. 120, Basic Regulation (2018/1139))
	Article 2 0 0 — Total	39.678.000	38.899.567	39.678.000	
	<b>CHAPTER 2 0 — TOTAL</b>	<b>39.678.000</b>	<b>38.899.567</b>	<b>39.678.000</b>	
	<b>Title 2 — Total</b>	<b>39.678.000</b>	<b>38.899.567</b>	<b>39.678.000</b>	
<b>3</b>	<b>THIRD COUNTRIES CONTRIBUTION</b>				
30	THIRD COUNTRIES CONTRIBUTION				
300	Third countries contribution	2.519.829	2.650.363	2.654.000	This appropriation concerns the revenue from contributions from Associated Countries to EASA. More specifically, the revenue from the AELE Agreement, as well as the revenue from Switzerland, following Decision No 1/2017 of the Joint European Union/Switzerland Air Transport Committee
	Article 3 0 0 — Total	2.519.829	2.650.363	2.654.000	
	<b>CHAPTER 3 0 — TOTAL</b>	<b>2.519.829</b>	<b>2.650.363</b>	<b>2.654.000</b>	
	<b>Title 3 — Total</b>	<b>2.519.829</b>	<b>2.650.363</b>	<b>2.654.000</b>	

Title Chapter Article Item	Heading	Budget Forecast 2022	Estimated by the Agency 2021	Authorised Budget 2022	Remarks Budget Forecast 2022
		Income	Income	Income	
<b>4</b>	<b>OTHER CONTRIBUTIONS</b>				
40	OTHER CONTRIBUTIONS				
400	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant and Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated revenue for the financial year is € 4.824.585
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	
401	Technical Cooperation with Third Countries - Contribution Agreements	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Contribution Agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated revenue for the financial year of € 23.506.226 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 1 — Total	p.m.	p.m.	p.m.	
403	Research Programmes	p.m.	p.m.	p.m.	This appropriation concerns the earmarked contributions and earmarked revenue from special research programmes from the European Commission. The estimated expenditure for the financial year is € 13.526.000
	Article 4 0 3 — Total	p.m.	p.m.	p.m.	
	<b>CHAPTER 4 0 — TOTAL</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	
42	DATA FOR SAFETY PROGRAMME				
420	Data for Safety programme	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme). The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 0
	Article 4 2 0 — Total	p.m.	p.m.	p.m.	

Title Chapter Article Item	Heading	Budget Forecast 2022	Estimated by the Agency 2021	Authorised Budget 2022	Remarks Budget Forecast 2022
		Income	Income	Income	
	<b>CHAPTER 4 2 — TOTAL</b>	p.m.	p.m.	p.m.	
	<b>Title 4 — Total</b>	p.m.	p.m.	p.m.	
<b>5</b>	<b>ADMINISTRATIVE OPERATIONS</b>				
50	ADMINISTRATIVE OPERATIONS				
500	Revenue from investments or loans, bank interest and other items	p.m.	p.m.	15.000	This appropriation concerns the revenue from bank interests coming from Fees & Charges revenue and interest from delayed payments from the aviation industry.
	Article 5 0 0 — Total	p.m.	p.m.	15.000	
501	Other administrative operations	500.000	509.071	500.000	This appropriation concerns the revenue from parking and job ticket costs reimbursed by the EASA staff members.
	Article 5 0 1 — Total	500.000	509.071	500.000	
	<b>CHAPTER 5 0 — TOTAL</b>	500.000	509.071	515.000	
	<b>Title 5 — Total</b>	500.000	509.071	515.000	
<b>6</b>	<b>REVENUE FROM SERVICES RENDERED AGAINST PAYMENT</b>				
60	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
600	Revenue from services rendered against payment	235.000	450.000	290.000	This appropriation concerns the revenue from services rendered against payment, including Standardisation visits.
	Article 600 - Total	235.000	450.000	290.000	
602	Technical Training	p.m.	p.m.	160.000	This appropriation concerns revenue collected in the context of technical training services provided to national and international aviation authorities (e.g. training courses) and implementation of the legislation learning system (e.g. fees collected from e-examinations).
	Article 602 - Total	p.m.	p.m.	160.000	
	<b>CHAPTER 6 0 — TOTAL</b>	235.000	450.000	450.000	
	<b>Title 6 — Total</b>	235.000	450.000	450.000	
<b>7</b>	<b>BUDGETARY CORRECTIONS</b>				

Title Chapter Article Item	Heading	Budget Forecast 2022	Estimated by the Agency 2021	Authorised Budget 2022	Remarks Budget Forecast 2022
		Income	Income	Income	
70	BUDGETARY CORRECTIONS				
701	Budgetary imbalance to be covered by additional income from budget line 200.	p.m.	p.m.	p.m.	This appropriation is intended for the deficit to be covered by additional income from line 200.
	Article 7 0 1 - Total	p.m.	p.m.	p.m.	
702	Accumulated Surplus on Fees and Charges Activities	60.898.105	60.898.105	59.521.000	This appropriation is intended for the balance from assigned revenue generated by Fees & Charges on the Outturn from previous year.
	Article 7 0 2 - Total	60.898.105	60.898.105	59.521.000	
	<b>CHAPTER 7 0 — TOTAL</b>	<b>60.898.105</b>	<b>60.898.105</b>	<b>59.521.000</b>	
	<b>Title 7 — Total</b>	<b>60.898.105</b>	<b>60.898.105</b>	<b>59.521.000</b>	
	<b>REVENUE GRAND TOTAL</b>	<b>224.265.965</b>	<b>213.478.106</b>	<b>214.498.000</b>	

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
<b>1</b>	<b>STAFF</b>							
11	STAFF IN ACTIVE EMPLOYMENT							
<b>110</b>	<b><i>Staff holding a post provided for in the establishment plan</i></b>							
1100	Basic salaries	55,589,151	55,589,151	55,723,228	55,723,228	57,373,000	57,373,000	Staff Regulations (Articles 62 and 66) applicable to Temporary Agents; CEOS (Articles 19 and 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1101	Family allowances	6,810,159	6,810,159	6,485,592	6,485,592	6,553,000	6,553,000	Staff Regulations (Articles 62, 67 and 68) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1102	Expatriations and foreign residence allowances	8,627,363	8,627,363	8,165,794	8,165,794	8,430,000	8,430,000	Staff Regulations (Articles 62 and 69) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1103	Secretarial allowances	1,851	1,851	1,790	1,790	2,000	2,000	Staff Regulations (Article 18 of Annex XIII referring to the former Article 4a of Annex VII) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 0 — Total	71,028,524	71,028,524	70,376,404	70,376,404	72,358,000	72,358,000	
<b>111</b>	<b><i>Other staff</i></b>							
1110	Special Advisor	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the daily subsistence allowance applicable for Germany for each day of service of the special advisor. This appropriation may receive the appropriations corresponding to the assigned revenue.
1111	Secondment of national experts	523,268	523,268	480,500	480,500	216,000	216,000	This appropriation is intended to cover the allowances applicable to National Experts seconded to EASA in accordance with the provisions laid down in the ED Decision 2009/169/E. This appropriation may receive the appropriations corresponding to the assigned revenue.
1112	Temporary assistance (Interims)	401,736	401,736	284,061	284,061	300,000	300,000	This appropriation is intended to cover the costs for Temporary Assistance (interims). This appropriation may receive the appropriations corresponding to the assigned revenue.

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
1113	Contractual agents	6,252,954	6,252,954	5,279,782	5,279,782	5,490,000	5,490,000	This appropriation is intended to cover basic salaries and all benefits of Contractual agents in accordance with the provisions of the CEOS (Articles 92 to 105). This appropriation may receive the appropriations corresponding to the assigned revenue.
1114	Trainees	201,872	201,872	p.m.	p.m.	168,000	168,000	This appropriation is intended to cover the costs for the implementation of the EASA traineeship programme, on the basis of the applicable EASA policy on traineeships. This appropriation may receive the appropriations corresponding to the assigned revenue.
1115	Local Staff	120,521	120,521	96,000	96,000	120,000	120,000	This budget line is used to pay the salary costs of local staff engaged in accordance with Article 4 of the CEOS. Local staff means staff engaged in places outside the EU according to local practice. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 1 — Total	7,500,351	7,500,351	6,140,343	6,140,343	6,294,000	6,294,000	
<b>113</b>	<b><i>Employer's social security contributions</i></b>							
1130	Insurance against sickness	2,132,990	2,132,990	2,023,972	2,023,972	1,178,000	1,178,000	Staff Regulations (Articles 72 and 23) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1131	Insurance against accidents and occupational diseases	239,702	239,702	227,685	227,685	235,000	235,000	Staff Regulations (Articles 73) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1132	Insurance against unemployment	836,344	836,344	794,000	794,000	810,000	810,000	Article 28a of the CEOS. This appropriation may receive the appropriations corresponding to the assigned revenue.
1133	Constitution or maintenance of pension rights	9,584,258	9,584,258	9,124,000	9,124,000	8,200,000	8,200,000	Constitution or maintenance of pension rights. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 3 — Total	12,793,293	12,793,293	12,169,657	12,169,657	10,423,000	10,423,000	
<b>114</b>	<b><i>Miscellaneous allowances and grants</i></b>							
1140	Childbirth and death allowances and grants	5,378	5,378	3,400	3,400	5,000	5,000	Staff Regulations (Articles 74 and 75) applicable to Temporary Agents; CEOS (Article 29). This appropriation may receive the appropriations corresponding to the assigned revenue.

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
1141	Travel expenses for annual leave	962,559	962,559	948,000	948,000	963,000	963,000	Staff Regulations (Articles 71 and 8 of Annex VII) applicable to Temporary Agents; CEOS (Article 26). This appropriation may receive the appropriations corresponding to the assigned revenue.
1142	Housing and transport allowances	373,376	373,376	221,600	221,600	235,000	235,000	Staff Regulations (Articles 5 and 23 of the Annex X 4a and 14b) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1145	Other allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	CEOS (Articles 14 and 47(b)(ii)) compensation allowances for the Temporary Agents staff. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 4 — Total	1,341,313	1,341,313	1,173,000	1,173,000	1,203,000	1,203,000	
<b>115</b>	<b>Overtime</b>							
1150	Overtime & Stand-by duty	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulation (Articles 56 and 55) and CEOS (Articles 16 92) applicable to Temporary Agents and Contract Agents. This appropriation may receive the appropriations corresponding to the assigned revenue
	Article 1 1 5 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
<b>117</b>	<b>Supplementary services</b>							
1172	Administrative assistance from community institutions	462,414	462,414	488,159	488,159	437,000	437,000	This appropriation is intended to cover the costs of assistance received from the Pay Master's Office (PMO), for administering the salaries of the EASA staff members. This appropriation may receive the appropriations corresponding to the assigned revenue.
1173	External services	100,434	100,434	80,863	80,863	136,000	136,000	This appropriation is intended to cover the costs of external services and specific services (consultancy and studies) in the field of Human Resources. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 7 — Total	562,848	562,848	569,022	569,022	573,000	573,000	
<b>119</b>	<b>Salary weightings</b>							
1190	Salary weightings	1,317,400	1,317,400	1,260,400	1,260,400	p.m.	p.m.	Staff Regulations (Article 64); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of salary weightings based on a corrective coefficient , applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
1191	Adjustments to remuneration	p.m.	p.m.	818,000	818,000	406,000	406,000	Staff Regulations (Article 65); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of the Yearly indexation rate, applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 9 — Total	1,317,400	1,317,400	2,078,400	2,078,400	406,000	406,000	
	<b>CHAPTER 1 1 — TOTAL</b>	<b>94,543,730</b>	<b>94,543,730</b>	<b>92,506,826</b>	<b>92,506,826</b>	<b>91,257,000</b>	<b>91,257,000</b>	
12	EXPENDITURE RELATED TO RECRUITMENT							
<b>120</b>	<b>Miscellaneous expenditure on staff recruitment and transfer</b>							
1200	Miscellaneous expenditure on staff recruitment	57,151	57,151	34,260	34,260	10,000	10,000	This appropriation is intended to cover the expenditure involved in the EASA recruitment procedures for Temporary and Contract Agent vacancies, including travel costs and allowances for interviews and for medical visits. This appropriation may receive the appropriations corresponding to the assigned revenue.
1201	Travel expenses	42,544	42,544	25,000	25,000	15,000	15,000	Staff Regulations (Articles 71 and 7 of Annex VII ) applicable to Temporary Agents; CEOS (Article 22). This appropriation is intended to cover the travel expenses of Temporary Agents and Contractual Agents entering or leaving the service, including the members of their families. This appropriation may receive the appropriations corresponding to the assigned revenue.
1202	Installation, resettlement and transfer allowances	394,103	394,103	300,000	300,000	204,000	204,000	Staff Regulations (Articles 71, 5 and 6 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 24).This appropriation is intended to cover the installation allowances for Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when they definitively cease their duties and settle elsewhere. This appropriation may receive the appropriations corresponding to the assigned revenue.

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
1203	Removal expenses	286,237	286,237	133,000	133,000	119,000	119,000	Staff Regulations (Articles 71, 9 of Annex VII) applicable to Temporary Agents and Contract Agents; CEOS (Articles 22, 23 and 92). This appropriation is intended to cover the removal costs of Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when transferred to a new place of work or when they definitively cease their duties. This appropriation may receive the appropriations corresponding to the assigned revenue.
1204	Temporary daily subsistence allowances	178,142	178,142	69,145	69,145	p.m.	p.m.	Staff Regulations (Articles 71, 10 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 25). This appropriation is intended to cover the daily subsistence allowances due to Temporary Agents and Contractual Agents able to prove that they were obliged to change their place of residence after taking up their duties, including transfer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 2 0 — Total	958,177	958,177	561,405	561,405	348,000	348,000	
	<b>CHAPTER 1 2 — TOTAL</b>	<b>958,177</b>	<b>958,177</b>	<b>561,405</b>	<b>561,405</b>	<b>348,000</b>	<b>348,000</b>	
14	SOCIOMEDICAL INFRASTRUCTURE							
<b>141</b>	<b>Medical service</b>							
1410	Medical service	286,237	286,237	250,000	250,000	180,000	180,000	This appropriation is intended to cover the costs of medical services, including medical visits, annual medical check-ups, preventive medical examinations, and appointing a medical officer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 1 — Total	286,237	286,237	250,000	250,000	180,000	180,000	
<b>142</b>	<b>Language and other training</b>							

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
1420	Language and other training	562,170	562,170	347,247	347,247	600,000	600,000	This appropriation is intended to cover the costs of language and other training needs of the staff members of the Agency, including training visits, financial management training, IT Training, legal training, planning sessions, coaching, and personal effectiveness. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 2 — Total	562,170	562,170	347,247	347,247	600,000	600,000	
<b>143</b>	<b>Social welfare of staff</b>							
1430	Social welfare of staff	4,855,381	4,855,381	4,536,070	4,536,070	4,194,000	4,194,000	This appropriation is intended to cover expenditure by the Agency on the social welfare activities of its staff, including job tickets, relocation expenses, schooling informative events. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 3 — Total	4,855,381	4,855,381	4,536,070	4,536,070	4,194,000	4,194,000	
<b>144</b>	<b>Special allowance for handicapped</b>							
1440	Special allowance for handicapped	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of special allowances. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 4 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	<b>CHAPTER 1 4 — TOTAL</b>	<b>5,703,787</b>	<b>5,703,787</b>	<b>5,133,317</b>	<b>5,133,317</b>	<b>4,974,000</b>	<b>4,974,000</b>	
17	RECEPTION AND EVENTS							
<b>170</b>	<b>Reception and events</b>							
1700	Reception and events	157,000	157,000	29,994	29,994	88,000	88,000	This appropriation is intended to cover the costs of official inter-Agency receptions for the benefit of the staff members, and official events, including all staff meetings, departmental meetings. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 7 0 — Total	157,000	157,000	29,994	29,994	88,000	88,000	
	<b>CHAPTER 1 7 — TOTAL</b>	<b>157,000</b>	<b>157,000</b>	<b>29,994</b>	<b>29,994</b>	<b>88,000</b>	<b>88,000</b>	

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
<b>1</b>	<b>Title 1 — Total</b>	<b>101,362,694</b>	<b>101,362,694</b>	<b>98,231,542</b>	<b>98,231,542</b>	<b>96,667,000</b>	<b>96,667,000</b>	
<b>2</b>	<b>BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE</b>							
20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS							
<b>200</b>	<b>Rental costs</b>							
2000	Rental costs	8,090,530	8,090,530	7,916,150	7,916,150	8,239,000	8,239,000	This appropriation is intended to cover the payment of costs of the building occupied by the Agency, as foreseen in the rent contract. These include: the rent, the additional costs such as water, gas, electricity and heating charges, any additional building rental expenses, and parking facilities. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 0 — Total	8,090,530	8,090,530	7,916,150	7,916,150	8,239,000	8,239,000	
<b>201</b>	<b>Insurance</b>							
2010	Insurance	48,000	48,000	42,839	42,839	48,000	48,000	This appropriation is intended to cover the policy premiums for electronic insurance, furniture insurance, third party insurance in respect of the buildings or parts of buildings occupied by the Agency and their contents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 1 — Total	48,000	48,000	42,839	42,839	48,000	48,000	
<b>203</b>	<b>Cleaning and maintenance</b>							
2030	Cleaning and maintenance	324,000	324,000	264,776	264,776	357,000	357,000	This appropriation is intended to cover the costs of cleaning services, cleaning products, and up keeping of the premises used by the Agency, including all floors occupied. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 3 — Total	324,000	324,000	264,776	264,776	357,000	357,000	

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
<b>204</b>	<b><i>Fitting-out of premises</i></b>							
2040	Fitting-out of premises	245,000	245,000	172,750	172,750	55,000	55,000	This appropriation is intended to cover the works that need to be carried out in order to equip the premises according to predefined needs, and the repairs that are necessary in the building occupied by the Agency in order to facilitate its functionality. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 4 — Total	245,000	245,000	172,750	172,750	55,000	55,000	
<b>205</b>	<b><i>Security and surveillance of buildings</i></b>							
2050	Security and surveillance of buildings	700,000	700,000	576,307	576,307	730,000	730,000	This appropriation is intended to cover expenditure on the EASA building connected with security and safety. In particular, contracts governing building surveillance, enhancement of security camera networks and purchase of security equipment, hire and replenishment of fire extinguishers, purchase and maintenance of fire-fighting equipment, replacement of equipment for staff members acting as voluntary firemen, costs of carrying out statutory inspections. This appropriation may receive the appropriations corresponding to the assigned revenue.
2051	Other building expenditure	872,000	872,000	824,016	824,016	756,000	756,000	The appropriation is intended to cover expenditure on buildings not specially provided for in the articles in Chapter 20. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 5 — Total	1,572,000	1,572,000	1,400,323	1,400,323	1,486,000	1,486,000	
	<b>CHAPTER 2 0 — TOTAL</b>	<b>10,279,530</b>	<b>10,279,530</b>	<b>9,796,838</b>	<b>9,796,838</b>	<b>10,185,000</b>	<b>10,185,000</b>	
21	INFORMATION AND COMMUNICATION TECHNOLOGY							
<b>210</b>	<b><i>ICT equipment</i></b>							

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
2100	ICT equipment acquisition & maintenance	1,120,000	1,120,000	1,864,851	1,864,851	1,290,000	1,290,000	This appropriation is intended to cover the hardware, maintenance and installation costs of ICT and telecommunications equipment for the official purposes of the Agency. This includes the hardware, maintenance and installation costs of computers, printers, laptops, servers, copiers, scanners, fax machines, mobile phones, mobile equipment, other network components and other peripherals. This appropriation may receive the appropriations corresponding to the assigned revenue.
2101	Development of organisational applications and provision of data centre services	8,137,000	8,137,000	6,877,837	6,877,837	6,103,000	6,103,000	This appropriation is intended to cover consultancy needs for studies, organisational applications development, data centre services, storage and IT security for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2105	Other ICT expenditure	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the ICT costs needed to ensure business continuity or improvement of IT service provision, and which are not covered by the other categories. This appropriation may receive the appropriations corresponding to the assigned revenue.
2106	Software	4,410,000	4,410,000	2,745,826	2,745,826	3,802,000	3,802,000	This appropriation is intended to cover the purchase, maintenance and subscription costs of software for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2108	Telephone, radio and television, data connection subscriptions and charges	780,000	780,000	579,160	579,160	805,000	805,000	This appropriation is intended to cover the Agency's telephone subscription costs and communications, mobile phone services, fax, conference calls, internet services, and data transmission. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 1 0 — Total	14,447,000	14,447,000	12,067,674	12,067,674	12,000,000	12,000,000	
	<b>CHAPTER 2 1 — TOTAL</b>	<b>14,447,000</b>	<b>14,447,000</b>	<b>12,067,674</b>	<b>12,067,674</b>	<b>12,000,000</b>	<b>12,000,000</b>	
22	MOVABLE PROPERTY AND ASSOCIATED COSTS							

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
<b>220</b>	<b>Technical equipment and installations</b>							
2200	Technical equipment and installations	87,000	87,000	32,531	32,531	2,000	2,000	This appropriation is intended to cover the requirements of the Agency for soft furnishings, kitchen equipment and installations, including electrical cables and sockets, lamps, beamers, beamer lamps, camcorders, laser meters. This appropriation may receive the appropriations corresponding to the assigned revenue.
2203	Maintenance and repair of technical equipment and installations	33,000	33,000	26,355	26,355	34,000	34,000	This appropriation is intended to cover the costs of maintenance and repairs of technical equipment, installations and furniture as well as painting and other repairs of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 0 — Total	120,000	120,000	58,886	58,886	36,000	36,000	
<b>221</b>	<b>Purchase of furniture</b>							
2210	Purchase of furniture	63,000	63,000	63,000	63,000	63,000	63,000	This appropriation is intended to cover the costs of purchase and disposals of furniture aiming at facilitating the official purposes of the Agency, including cupboards, furniture for office rooms, and whiteboards. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 1 — Total	63,000	63,000	63,000	63,000	63,000	63,000	
<b>225</b>	<b>Documentation and library expenditure</b>							
2252	Subscription to newspapers and periodicals	60,000	60,000	56,750	56,750	65,000	65,000	This appropriation is intended to cover the purchase of publications and subscriptions to information services necessary for the Agency's work. This includes books and other publications, newspapers, periodicals, official journals, online subscriptions. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 5 — Total	60,000	60,000	56,750	56,750	65,000	65,000	
	<b>CHAPTER 2 2 — TOTAL</b>	<b>243,000</b>	<b>243,000</b>	<b>178,636</b>	<b>178,636</b>	<b>164,000</b>	<b>164,000</b>	
23	CURRENT ADMINISTRATIVE EXPENDITURE							

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
<b>230</b>	<b>Stationery and office supplies</b>							
2300	Stationery and office supplies	93,000	93,000	49,367	49,367	110,000	110,000	This appropriation is intended to cover the purchase of paper and office supplies, such as envelopes, business cards, toners, transponders, and water, necessary for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 0 — Total	93,000	93,000	49,367	49,367	110,000	110,000	
<b>232</b>	<b>Financial charges</b>							
2320	Financial charges	60,000	60,000	28,373	28,373	97,000	97,000	This appropriation is intended to cover all finance related expenditure incurred by the Agency including: late interest, bank charges and all other financial services required for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2321	Other financial expenditure	210,000	210,000	131,700	131,700	150,000	150,000	This appropriation is intended to cover other finance related expenditure incurred by the Agency including: financial publications, subscriptions and fees, audit costs, finance related studies, etc . This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 2 — Total	270,000	270,000	160,073	160,073	247,000	247,000	
<b>233</b>	<b>Legal expenses</b>							
2330	Legal expenses	200,000	200,000	189,133	189,133	200,000	200,000	This appropriation is intended to cover legal expenses, including liability studies, external support for litigation and German Law, for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2331	Damage and interest	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover damage and interest incurred by the Agency in the management of its budget. This appropriation may receive the appropriations corresponding to the assigned revenue.

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
2332	Board of appeals	10,000	10,000	4,500	4,500	10,000	10,000	This appropriation is intended to cover the costs of the Agency's Board of Appeals, aiming at examining appeals that may be raised by any natural or legal person against a decision addressed to that person. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 3 — Total	210,000	210,000	193,633	193,633	210,000	210,000	
<b>235</b>	<b><i>Other operating expenditure</i></b>							
2350	Miscellaneous insurance	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the special insurance for the Agency's Accountant and the Imprest Account Holder. This appropriation may receive the appropriations corresponding to the assigned revenue.
2351	MB and other internal meetings	40,000	40,000	27,500	27,500	45,000	45,000	This appropriation is intended to cover the costs of the Agency's Management Board meetings and other internal meetings for official purposes, including the costs of interpretation services, catering, room rental, travel costs and allowances for the members of the Board and other external participants. This appropriation may receive the appropriations corresponding to the assigned revenue.
2352	Department removals	262,000	262,000	194,917	194,917	217,000	217,000	This item is intended to cover the costs of removals of the EASA departments within the building occupied by the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2354	Representation costs	33,500	33,500	7,500	7,500	38,000	38,000	This appropriation is intended to cover representation costs for the Agency's Executive Director and Operational Directors, including business lunches, business dinners, and caterings, incurred in the interest of the Service. This appropriation may receive the appropriations corresponding to the assigned revenue.
2355	Integrated quality management system and Archive expenditure	124,400	124,400	116,800	116,800	125,000	125,000	This appropriation is intended to cover the costs relevant to the certification of the EASA quality management system, e.g. consultancy, certification audit and training, as well the costs related to organising and establishing the archives of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 5 — Total	459,900	459,900	346,717	346,717	425,000	425,000	

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
	<b>CHAPTER 2 3 — TOTAL</b>	<b>1,032,900</b>	<b>1,032,900</b>	<b>749,789</b>	<b>749,789</b>	<b>992,000</b>	<b>992,000</b>	
24	POSTAGE AND TELECOMMUNICATIONS							
<b>240</b>	<b><i>Postage and delivery charges</i></b>							
2400	Postage and delivery charges	174,000	174,000	144,551	144,551	176,000	176,000	This appropriation is intended to cover the official costs of the Agency on postal and delivery charges, including parcels sent by post, express mail, and registered mail. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 4 0 — Total	174,000	174,000	144,551	144,551	176,000	176,000	
	<b>CHAPTER 2 4 — TOTAL</b>	<b>174,000</b>	<b>174,000</b>	<b>144,551</b>	<b>144,551</b>	<b>176,000</b>	<b>176,000</b>	
<b>2</b>	<b>Title 2 — Total</b>	<b>26,176,430</b>	<b>26,176,430</b>	<b>22,937,489</b>	<b>22,937,489</b>	<b>23,517,000</b>	<b>23,517,000</b>	
<b>3</b>	<b>OPERATIONAL EXPENDITURE</b>							
30	CERTIFICATION ACTIVITIES							
<b>300</b>	<b><i>Certification activities</i></b>							
3000	Outsourcing of certification activities	23,060,399	23,060,399	17,724,750	17,724,750	23,967,000	23,967,000	This appropriation is intended to cover the costs of certification tasks and related services outsourced to NAAs and QEs under corresponding framework contracts. This appropriation may receive the appropriations corresponding to the assigned revenue.
3003	Miscellaneous costs under fees and charges	44,000	44,000	411,000	411,000	10,000	10,000	This appropriation is intended to cover miscellaneous costs deriving from the Fees & Charges Regulation. It includes specific studies, consultancy costs relevant to Fees & Charges, selection of experts and operational equipment (e.g. safety equipment) used by EASA operational staff in the execution of their technical duties. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 0 0 — Total	23,104,399	23,104,399	18,135,750	18,135,750	23,977,000	23,977,000	

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
<b>301</b>	<b><i>Special Fees &amp; Charges programmes</i></b>							
3010	CORAL investment programme	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Investment programme to establish a single digital backbone for the certification process. This line holds appropriations from assigned revenue associated with the costs of the programme, specifically (but not limited to) implementation consultancy work and application development. From 2021 the Coral Programme project has been moved to BL3909 together with the Transformation Programme.
	Article 3 0 1 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	<b>CHAPTER 3 0 — TOTAL</b>	<b>23,104,399</b>	<b>23,104,399</b>	<b>18,135,750</b>	<b>18,135,750</b>	<b>23,977,000</b>	<b>23,977,000</b>	
31	STANDARDISATION ACTIVITIES							
<b>310</b>	<b><i>Standardisation activities</i></b>							
3100	Standardisation inspection	90,000	90,000	7,000	7,000	112,000	112,000	This appropriation is intended to cover the expenses arising from the participation of national standardisation coordinators and of seconded personnel to Agency's Standardisation activities in the Member States and Associated States.
3102	Technical Library	p.m.	p.m.	60,803	60,803	p.m.	p.m.	This appropriation is to cover the costs of acquiring special technical publications and online databases or portals related to aviation such as technical standards, technical journals, and other technical publications such as guidance material, manuals etc. The technical library is addressed to the EASA experts, including a collection of electronic and hard copy publications kept in-house for consultation in carrying out the Agency's operational work. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 1 0 — Total	90,000	90,000	67,803	67,803	112,000	112,000	
	<b>CHAPTER 3 1 — TOTAL</b>	<b>90,000</b>	<b>90,000</b>	<b>67,803</b>	<b>67,803</b>	<b>112,000</b>	<b>112,000</b>	
32	OPERATIONAL INFORMATION TECHNOLOGY							

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
<b>320</b>	<b><i>Operational applications</i></b>							
3200	Development of operational applications	2,710,000	2,710,000	2,097,226	2,097,226	1,978,000	1,978,000	This appropriation is intended to cover consultancy needs, studies, software licences and subscriptions, to support the development of operational applications for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 2 0 — Total	2,710,000	2,710,000	2,097,226	2,097,226	1,978,000	1,978,000	
	<b>CHAPTER 3 2 — TOTAL</b>	<b>2,710,000</b>	<b>2,710,000</b>	<b>2,097,226</b>	<b>2,097,226</b>	<b>1,978,000</b>	<b>1,978,000</b>	
33	COMMUNICATION AND PUBLICATIONS							
<b>330</b>	<b><i>Communication and publications</i></b>							
3300	Communication and publications	518,000	518,000	398,726	398,726	424,000	424,000	This appropriation is intended for the internal and external communications activities of the Communications Department. This includes technical and other publications, crisis communication and management, advertising, including associated graphic design and printing, press conferences and public relations events, exhibitions and related promotional goods, broadcasting events, as well as internal communications media. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 3 0 — Total	518,000	518,000	398,726	398,726	424,000	424,000	
	<b>CHAPTER 3 3 — TOTAL</b>	<b>518,000</b>	<b>518,000</b>	<b>398,726</b>	<b>398,726</b>	<b>424,000</b>	<b>424,000</b>	
34	MEETING EXPENSES							
<b>340</b>	<b><i>Meeting expenses</i></b>							
3400	Organisation experts meeting	821,244	821,244	459,042	459,042	863,000	863,000	This appropriation is intended to cover the costs of organising meetings for the Operational Directorates of the Agency and the reimbursement of experts and other functional costs, including rental of rooms, catering, travel expenses, and daily allowances. This appropriation takes account of the cost recovery from participants of some events and may receive the appropriations corresponding to the assigned revenue.

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
	Article 3 4 0 — Total	821,244	821,244	459,042	459,042	863,000	863,000	
	<b>CHAPTER 3 4 — TOTAL</b>	<b>821,244</b>	<b>821,244</b>	<b>459,042</b>	<b>459,042</b>	<b>863,000</b>	<b>863,000</b>	
35	TRANSLATION AND INTERPRETATION COSTS							
<b>350</b>	<b>Translation and interpretation costs</b>							
3500	Translation of studies, reports and other working documents	16,000	16,000	3,000	3,000	p.m.	p.m.	This appropriation is intended to cover the costs of operational translations and publications of studies, reports, and other official working documents, including annual accounts, budgets, and activity reports, in the context of the official purposes of the Agency, charged by CdT, OPOCE and other translation centres. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 5 0 — Total	16,000	16,000	3,000	3,000	p.m.	p.m.	
	<b>CHAPTER 3 5 — TOTAL</b>	<b>16,000</b>	<b>16,000</b>	<b>3,000</b>	<b>3,000</b>	<b>p.m.</b>	<b>p.m.</b>	
36	RULEMAKING ACTIVITIES							
<b>360</b>	<b>Rulemaking activities</b>							
3600	Assistance to Rulemaking Activities	1,170,000	1,170,000	800,000	800,000	950,000	950,000	This appropriation is intended to cover the costs of the Agency's Rulemaking studies including the outsourcing to external experts in Rulemaking activities.
3601	International cooperation	200,000	200,000	152,282	152,282	304,000	304,000	This appropriation is intended to cover the costs of the Agency's international cooperation activities, including contribution fees, training fees, and workshop costs for developing countries.
	Article 3 6 0 — Total	1,370,000	1,370,000	952,282	952,282	1,254,000	1,254,000	
	<b>CHAPTER 3 6 — TOTAL</b>	<b>1,370,000</b>	<b>1,370,000</b>	<b>952,282</b>	<b>952,282</b>	<b>1,254,000</b>	<b>1,254,000</b>	
37	MISSION EXPENSES							
<b>370</b>	<b>Mission expenses</b>							

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
3700	Mission expenses, duty travel expenses and other ancillary expenditure	4,891,350	4,891,350	2,089,825	2,089,825	5,852,000	5,852,000	This appropriation is intended to cover mission expenses, travel insurance, expenditure on transport, payment of daily mission allowances, and of other ancillary or exceptional expenditure incurred by established staff of the Agency in the interest of the Service, in accordance with the provisions of the EASA Staff Regulations and the EASA Mission Guide. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 7 0 — Total	4,891,350	4,891,350	2,089,825	2,089,825	5,852,000	5,852,000	
	<b>CHAPTER 3 7 — TOTAL</b>	<b>4,891,350</b>	<b>4,891,350</b>	<b>2,089,825</b>	<b>2,089,825</b>	<b>5,852,000</b>	<b>5,852,000</b>	
38	TECHNICAL TRAINING							
<b>380</b>	<b>Technical training</b>							
3800	Technical training	400,000	400,000	682,337	682,337	600,000	600,000	This appropriation is intended to cover the costs of technical training for the Agency's Operational Directorates, in the interest of the Service, including the outsourcing of activities and to cover the costs of Training and proficiency including associated costs such as examination, medical, equipment, administrative costs, and for other outsourcing and consultancy, etc. This appropriation may receive the appropriations corresponding to the assigned revenue.
3801	Pilot retention of skills expenses	300,000	300,000	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs for the implementation of the policy for the acquisition, maintenance and development of pilot competencies.
3802	European Central Questions Bank	150,000	150,000	115,000	115,000	115,000	115,000	This appropriation is intended to cover the costs of ECQB activities including e-exams. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 8 0 — Total	850,000	850,000	797,337	797,337	715,000	715,000	
	<b>CHAPTER 3 8 — TOTAL</b>	<b>850,000</b>	<b>850,000</b>	<b>797,337</b>	<b>797,337</b>	<b>715,000</b>	<b>715,000</b>	
39	ED AND STRATEGIC ACTIVITIES							
<b>390</b>	<b>Ed and Strategic Activities</b>							

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
3900	Safety intelligence and performance	50,000	50,000	60,000	60,000	50,000	50,000	This appropriation is intended to cover the costs of studies and operational costs for safety intelligence and performance.
3901	External evaluation of the Agency and other Studies	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the external evaluation of the Agency on the implementation of the Art. 124, Basic Regulation 2018/1139, and other studies. The costs include the appointment of the independent external evaluator by the Management Board to examine how effectively the Agency fulfils its mission. This appropriation may receive the appropriations corresponding to the assigned revenue.
3903	Research Studies/Projects	p.m.	p.m.	200,000	200,000	p.m.	p.m.	This appropriation is intended to cover the costs of the Agency's research studies/projects relevant to aviation safety, as per the research plan. This appropriation may receive the appropriations corresponding to the assigned revenue.
3904	Data for Safety	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	This appropriation is intended to cover the costs of the Big Data project studies and consultancy facilitating, promoting and/or improving safety reporting activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
3905	Crisis Management	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of crisis management should the need arise. This appropriation may receive the appropriations corresponding to the assigned revenue.
3907	Aviation Cyber Security project	785,000	785,000	76,636	76,636	322,000	322,000	This appropriation is intended to cover the costs related to the Aviation cyber security project studies and consultancy facilitating, promoting and improving its development. This appropriation may receive the appropriations corresponding to the assigned revenue.
3908	Safety Promotion	100,000	100,000	279,521	279,521	170,000	170,000	This appropriation is intended to cover the costs of safety promotion studies, material and consultancy and related activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
3909	Transformation	2,900,000	2,900,000	3,700,796	3,700,796	2,700,000	2,700,000	This appropriation is intended to cover the costs of the Agency's transformation programme as well as the CORAL Programme including consultancy costs and other related activities. This appropriation may receive the appropriations corresponding to the assigned revenue. From 2021 and SPD the Coral Programme was moved to BL3909

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
	Article 3 9 0 — Total	4,835,000	4,835,000	5,316,953	5,316,953	4,242,000	4,242,000	
	CHAPTER 3 9 — TOTAL	4,835,000	4,835,000	5,316,953	5,316,953	4,242,000	4,242,000	
<b>3</b>	<b>Title 3 — Total</b>	<b>39,205,993</b>	<b>39,205,993</b>	<b>30,317,944</b>	<b>30,317,944</b>	<b>39,417,000</b>	<b>39,417,000</b>	
<b>4</b>	<b>SPECIAL OPERATIONS PROGRAMMES</b>							
40	TECHNICAL COOPERATION WITH THIRD COUNTRIES							
<b>400</b>	<b>Technical Cooperation with third countries</b>							
4000	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant & Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year is € 894584.530
4001	Technical Cooperation with third countries - Contribution Agreements	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign contribution agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year of € 23506226.0 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
41	RESEARCH PROGRAMMES							
<b>410</b>	<b>Research programmes</b>							
4100	Research programmes	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to earmarked revenue and it is intended to cover the costs of the Agency's research programmes relevant to aviation safety. The estimated expenditure for the financial year is € 13526000.0

Title Chapter Article Item	Heading	Budget Forecast 2022		Estimated by the Agency 2021		Authorised Budget 2022		Remarks
		Commitmt.	Payment	Commitmt.	Payment	Commitmt.	Payment	
	Article 4 1 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 1 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
42	DATA FOR SAFETY PROGRAMME							
420	<i>Data for Safety Programme</i>							
4200	Data for safety programme	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme). The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 3930000.0 financed by a Grant by DG Move.
	Article 4 2 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
<b>4</b>	<b>Title 4 — Total</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	
<b>5</b>	<b>OTHER EXPENDITURE</b>							
50	PROVISIONS							
500	<i>Accumulated Surplus on Fees and charges Activities</i>							
5000	Accumulated Surplus on Fees and charges Activities	57,520,848	57,520,848	61,991,131	61,991,131	54,897,000	54,897,000	This appropriation is intended to cover expenditure funded by assigned revenue from Fees & Charges.
	Article 5 0 0 — Total	57,520,848	57,520,848	61,991,131	61,991,131	54,897,000	54,897,000	
	CHAPTER 5 0 — TOTAL	57,520,848	57,520,848	61,991,131	61,991,131	54,897,000	54,897,000	
<b>5</b>	<b>Title 5 — Total</b>	<b>57,520,848</b>	<b>57,520,848</b>	<b>61,991,131</b>	<b>61,991,131</b>	<b>54,897,000</b>	<b>54,897,000</b>	
	<b>COST GRAND TOTAL</b>	<b>224,265,965</b>	<b>224,265,965</b>	<b>213,478,106</b>	<b>213,478,106</b>	<b>214,498,000</b>	<b>214,498,000</b>	

