

European Aviation Safety Agency

DECISION OF THE MANAGEMENT BOARD ADOPTING 2003 BUDGET AND ESTABLISHMENT PLAN

During its meeting held on 29 January 2003, the Management Board of the European Aviation Safety Agency :

- adopted unanimously the EASA 2003 budget and the EASA 2003 establishment plan outlined in the attached document (respectively Chapter II, Chapter III, Annex 4 and Annex 5 of the attached document) ;

- decided unanimously to request the Director General of DG TREN to commit expenditure and make payments as authorising officer of the Commission's budget line dedicated to EASA budget for 2003, on the basis of the above mentioned 2003 budget, until the Executive Director can take over all of the responsibilities of the EASA budget.

Done at Brussels,

The Chairman

Mr. Thilo Schmidt

CHAPTER I. OVERALL POLICY OBJECTIVES

The EASA founding regulation foresees in its article 56 that the Agency shall undertake the certification tasks incumbent upon it as from 28 September 2003.

The main objective for the first nine months of 2003 is therefore to build the executive arm of the Agency. To do so the Management Board must adopt a number of acts that fall within its competence (cf. Annex 1). Pending the nomination of the Executive Director who is the Appointing Authority of the Agency, the Management Board shall be given the necessary support. Some logistics has also to be put in place to provide for a first establishment and prepare for the next steps, including its final establishment when the European Council has decided on the final location. When the Executive Director is in place, the Agency shall start hiring its own staff and make appropriate arrangements with national administrations and the JAA to secure the resources it needs to execute its regulatory tasks.

In parallel, work shall continue to provide on time the necessary regulatory material (opinions to the Commission for implementing rules, certification specifications and guidance material).

A detailed work-programme for the first nine months of 2003 is provided in annex 2.

For the last three months, the objective is for the Agency to execute the certification activities transferred from Member States.

CHAPTER II. BUDGET

The amount requested by the Commission for EASA in the Community 2003 preliminary budget were split as follows:

- Administrative credits: 9.240.000 € for commitment credits (personnel, building, equipment)
- Operating credits: 760.000 € for commitment credits (third party services, meeting expenses).

The draft budget established by the Council at first reading proposed to reduce the administrative credits from 9.240.000 € to 8.740.000 €. The Parliament first reading amendments requested to retain half of the Administrative and Operating credits on the reserve until a final decision for the location has been taken. The budget for 2003 is then as follows:

Budget 2003/ Credits

<i>In euros</i>	Available	Reserve	Total amount
Administrative credits	4 370 000	4 370 000	8 740 000
Operating credits	380 000	380 000	760 000
Total	4 750 000	4 750 000	9 500 000

The proposed budget has been established on the assumption that the full Community contribution can be used in 2003, knowing that the Executive Director has the right to ask to the Parliament to make the reserve available.

Furthermore, it has been assumed that the European Council will make its decision for the Agency location during 2003 and therefore the Agency will have to make commitments to hire building and buy office equipment and furniture to install itself at the final location.

Moreover, when preparing for the 2003 budget it was considered very unlikely that the Agency would be in a position to charge applicants for its regulatory services; no revenues have therefore been anticipated. This is in conformity with the transitional provisions of the EASA Regulation.

Last, the major element of operating expenditure is linked to the outsourcing to NAAs of certification tasks. As it is likely that the Agency will rely largely in a first instance

on this mechanism to provide its services (difficulties of recruitment, length of procedure) the Title 3 appropriation will allow for reimbursement. It has been assumed

that national contributions and charging schemes already cover the related costs at national level and will not be stopped immediately. Work will have to be done by the Management Board and the Commission, together with interested parties, to devise the future EASA charging scheme and the phasing out of related national charges which could duplicate the burden on the industry. When things are more mature the Executive Director shall re-evaluate the situation and, if necessary, propose to the Management Board a revised 2003 budget including a transfer of credits from Title 1 to Title 3.

As a result of these assumptions, the total appropriations available to the Agency for 2003 are summarised in the following table.

Budget 2003/expenses

Estimates 2003 in €	Credits in total ¹
Expenses for Personnel (Title 1)	6.807.000
Building, equipment and miscellaneous operating expenditure (Title 2)	1.933.000
Total:	<u>8.740.000</u>
Operating expenditure (Title 3)	760.000
Total:	<u>9.500.000</u>

As for the expenses of the Agency the following assumptions have been made:

1. For the structure of the Agency, the working hypothesis is the Deloitte & Touche report suggestions, modified as required for the areas where the Management Board expressed different views,
2. Central JAA services to the Agency (secondment of some staff or support to some rule-making activities, as envisaged by the Management board during its fourth meeting) will be provided for free.
3. Costs related to tasks executed by NAAs on behalf of the Agency will be reimbursed on the basis of transitional and contractual arrangements. as a first step to a progressive shift from national to EASA fees.

Expenses for personnel (Title 1)

The Agency will hire, on a time-limited basis, human resources necessary for providing support to the Management Board, preparing its logistics, preparing

¹ 50% are in the reserve and their availability is uncertain

consultations on draft regulatory material and preparing contractual arrangements for the execution of certification tasks. Pending appointment of the Executive Director, no

recruitment of permanent or temporary staff shall be done. In this case commitments do not go beyond six months.

Once the Executive Director takes up his duties one of his main priorities will be to launch the recruitment of the first Agency nucleus, mainly composed of senior and middle management staff and the first team members. A first indicative breakdown of human resources by areas of activities and category is given in Annex 3 and further explained in Chapter III of the present document. Permanent and temporary staff is included in the Agency 2003 establishment plan that is attached in Annex 4 as an integral part of the Management Board decision.

Concerning the non-statutory staff (which is not part of the establishment plan), the expenditure foreseen under this title covers two categories:

- The salaries of 18 auxiliary staff (15 researchers (category A staff), 3 secretaries (category C staff)) for the first six months of 2003. No extension is foreseen after June 2003 since it is assumed that first permanent or temporary staff can start to be in place by 1st May 2003 onwards.
- Daily allowances for 10 Detached National Experts to assist mainly in the overseeing and organisation of rule-making and airworthiness functions. It is foreseen that they will be hired by the Executive Director and can take up their duties by 1st April 2003.

Recruitment costs are also foreseen within this title (travel expenses of candidates, publication, consultancy services).

An indicative repartition inside Title 1 is given in Annex 5. Flexibility must be kept for moving expenditure from one chapter to another within that title.

Building, equipment and miscellaneous operating expenditure (Title 2)

This appropriation should enable the Agency to cover administrative and IT needs for next year. It covers:

- The rental of an EASA building,
- The purchase of IT equipment including printers, faxes, photocopiers as well as associated supporting IT services,
- The purchase of furniture,
- Consumables,
- Postal charges and telecommunications,
- Expenditure on meetings.

Assuming that a decision on the final seat is taken in the course of 2003, this is a year where the Agency has to fully equip with office equipment and furniture allowing it to host in an adequate manner staff to be recruited during this and next year. That is why appropriations for informatics and furniture are important.

An indicative repartition inside Title 2 is given in Annex 5. Flexibility must be kept for moving expenditure from one chapter to another within that title.

Operating expenditure (Title 3)

This appropriation should cover the Agency's operational expenses. The expenditure foreseen hereafter covers:

- Costs related to tasks executed by NAAs on behalf of the Agency during the fourth quarter will be reimbursed on the basis of transitional and contractual arrangements as a first step to a progressive shift from national to EASA fees
- the development of aviation databases and other applications specific to the business of EASA,
- information and publication, including publication of Agency's specifications,
- translation,
- mission expenses related to the accomplishment of the Agency's operational tasks (certification, inspection).

An indicative repartition inside Title 3 is given in Annex 5. Flexibility must be kept for moving expenditure from one chapter to another within that title.

CHAPTER III. ESTABLISHMENT PLAN

The tasks to be executed for the first establishment of the Agency are of an administrative/legal nature and consist mainly in:

- providing secretariat support to the Management Board on the points connected with the constitution of the Agency and the follow-up of the related files,
- putting in place progressively the logistic needed by the Agency for executing its tasks, including the regulatory logistic needed for the execution of certification tasks such as implementing rules, certification specifications and outsourcing contracts²,

as further detailed hereunder.

² As agreed during the discussions on the 2002 budget, before the appointment of the Executive Director, the EASA secretariat being put in place with auxiliary agents shall limit itself to executing preparatory tasks in the fields related to the regulatory logistics.

Overall management and planning activities

Establishment of the work-programmes and monitoring of their timely implementation; day-to-day management of activities linked with the setting up of the Agency, including adequate planning and programming; support to the Management Board, ensuring that the relevant elements of the Regulation establishing the Agency are implemented in the correct sequence to arrive at an operational Agency; preparation for execution of certification tasks and, beyond September 2003, monitor their effective and timely execution; development of appropriate tools to verify that the Agency fulfils its mission.

Preparation of input to the Management Board

Preparation on time of relevant material and support for decision by the Management Board in the areas identified in Annex 1.

Administrative and support activities

- Legal: Legal advice on the implementation of the Regulation and of other regulations relevant to the establishment of the European Aviation Safety Agency; advise on the preparation of documents such as the decisions of the Board, opinions to the Commission, regulatory material and outsourcing contracts with NAAs,
- Information Technology: Development and implementation of an Information Technology strategy to provide the Agency with adequate tools and networks to execute its tasks, including in particular a web-site and appropriate data bases; identification of equipment needs to support all functions within the organisation and provision of state of the art IT systems to satisfy them; technical and operational assistance and training to computer system users.
- Communication: Development of a communication function within the overall framework of the remit of the Agency; establishment of a publication capability for the Agency's reports, opinions and other documents; press relations; communication activities during the establishment of the Agency to ensure that interested parties and the public are aware of progress; preparation of a crisis communication plan; relations with key stakeholders.
- Human Resources : Development and implementation of a staff policy, including selection, recruitment, grading, career development and training, taking into account the on-going reform process as applied to Community agencies.
- Finance : Development of financial and budget management policy, as well as assistance to the development of annual and multi-annual work programmes;

planning and management of the annual budget and accounts of the Agency; links with the Commission, the European Community Budgetary Authority and other Institutions and Bodies involved in financial control.

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- Procurement: Development and implementation of purchasing strategies and policies for EASA that effectively manage supply risk and provide best value for money; establishment and implementation of procurement plans in compliance with relevant EU legislation.
- Facilities: provision and management of comprehensive and efficient facilities and services (building services, construction, maintenance regimes, health and safety management).

Operational activities

- Rulemaking activities :
 - Establishment and maintenance of procedures for the consultation of interested parties and the appropriate co-ordinations with national administrations of Member States and third countries, on the regulatory material to be developed by the Agency;
 - Organisation, planning and execution of the rulemaking work including the consultation process, taking into account the need to ensure that effective regulatory control and standards are maintained and acted upon ;
- Certification activities : Certification activities include:
 - Type certification and continued airworthiness of products, parts and appliances,
 - Design organisations and as appropriate, production organisations approval,
 - Foreign organisations approval.

The main tasks for this year are the following:

 - Establishment of subcontracting arrangements with national administrations of Member States for the execution of Agency's certification tasks, as appropriate;
 - Planning and allocation of certification tasks with the view to ensure their expeditious execution;
 - Management of the certification activities transferred from the Member States from 28 September onwards;
 - Making and communicating technical decisions in its fields of competence in a manner that meets EASA obligations and missions.
- Quality and standardisation activities: Establishment and implementation of adequate processes to ensure that common rules and procedures are implemented consistently and effectively by EASA and NAAs.

Annex 1 – List of points to be addressed by the Management Board by order of priority in 2003

1st priority (January 2003)

- Appointment of the Executive Director (art. 30)
- The 2003 budget (art. 48) and the 2003 Establishment plan
- The Work Programme of the Agency
- Procedure for the development of opinions, certification specifications and guidance material (art. 24.2.e and 43)
- Structure of the Agency (art. 20 and art. 24.2.m)

2nd priority (February-March 2003)

- Staffing policy (art. 24.2.m)
- The financial regulation (art. 52)
- Linguistic arrangements for the Agency (art. 24.2.k)
- Guidelines for the allocation of certification tasks to national aviation authorities or qualified entities (art. 24.2.d)
- Draft 2004 budget

3rd priority (April-June 2003)

- Appointment of Boards of appeal (art. 24.2.g and 32)
- Publication policy (art. 24.2.l and 23.1)
- Procedures for taking decisions (art. 24.2.e and 44)
- Public access to documentation and external communication (art. 11 and art. 47)
- Standardisation inspections of national aviation authorities (art. 16.1 and 45)
- Technical investigations (market surveillance) (art. 16.2)
- Procedures for implementing the flexibility provisions (art. 10 and 16.3)
- Fees and charges (art. 24.2.i and 53.1)

Note: The timetable given in this Annex corresponds to the month during which the first discussion should take place in the Management Board. The deadline for the final decision is given in Annex 2.

Annex 2 – Tasks to be undertaken until September 2003

The actual implementation of the EASA Regulation requires that two types of activities are executed in parallel: the completion of the regulatory framework and the actual establishment of the Agency. The Management Board is involved at various levels in both of them.

1) The completion of the regulatory framework

This includes the development and adoption of the formal acts specified in the Regulation whose entry into force before 28 September 2003 is an absolute prerequisite for the Agency and Member States to be able to act by that time

a) The rule-making process

This has to be adopted by the Management Board after opinion of the Advisory Body of Interested Parties.

To allow for sufficient consultation time on implementing rules before Agency's opinion in June, the decision of the Management Board establishing the rule-making process shall be adopted at the latest in March (3rd MB meeting).

b) The language regime

The Management Board shall decide the linguistic arrangements for the Agency. This includes in particular the language to be used during the consultations for rule-making. A decision covering at least that point shall be made by March also.

c) Implementing Rules

These cover the fields of airworthiness (JAR 21), environmental approval (JAR 34 and 36) and maintenance (ECAR-M, JAR 145, 66 and 147).

Six Core Groups of JAA, national and industry experts are preparing drafts to be delivered end of January. A legal review by Agency's staff shall be done in February and March before external consultation. Comments should be sought for end of May in view of an Agency's adoption by end of June. The Commission shall then launch a comitology process for formal adoption by mid September.

d) Extension of the scope of the EASA Regulation

This covers the preparation and adoption of a Commission's proposal for amending the EASA Regulation with the view to extend its scope to air operations, flight crew licensing and the regulation of third country aircraft. As agreed when adopting the

EASA Regulation, such proposal shall be made before 28 September; to achieve that goal, the Agency shall transmit its opinion to the Commission by June. Two Core

Groups have been set up to prepare the related material; they will deliver their output in February; the Agency shall then process it like the above mentioned implementing rules.

e) Certification specifications and guidance material

These are related to the above-mentioned IRs / ECARs. Two core groups are currently working on airworthiness codes and the six previously mentioned ones are preparing their own guidance material. Work could be delivered in March for review in April and consultation between May and July. Their Agency's adoption shall take place in September.

f) Reciprocal acceptance of certification findings

With the view to continue the current co-operation with major third country partners, the Commission, together with national experts and JAA staff, has initiated exploratory talks with the US FAA and intend to do the same with Transport Canada. The objective is to prepare appropriate arrangements - for provisional application when the new EU system becomes operational in September next - allowing the Agency to issue its approvals of US and Canadians products and organisations on the basis of FAA and Transport Canada findings, while securing a reciprocal treatment of Europeans products and organisations.

g) The certification procedures

The Management Board shall adopt the procedures to be followed by the Agency for the handling of individual applications. The Deloitte and Touche report contains proposals to that aim. Work on that subject should start in April with the view to decide in September after consultation of the ABIP.

h) Establishment of the appeal process

The Commission shall decide, following a comitology process the:

- number and work allocation of the Board of Appeal (article 31)
- working methods of the Board (article 32)
- list of Appeal Board members (article 32)

The Deloitte and Touche report contains some suggestions in that field. Work will be undertaken by Commission's staff with the view to decide on this point in July.

i) Publication policy and public access to documentation

The Commission (article 11) and the Management Board (articles 23 and 47) have a joint responsibility in devising a policy of transparency, preserving legitimate privacy

or public interests. Joint work on that subject, including appropriate external consultation, shall start in April with the view to make appropriate decisions in September.

j) Standardisation inspections (Implementation of Articles 16§1 and 45 of the Regulation)

The Commission shall adopt (following a comitology process) the working methods of the Agency for conducting such inspections (article 16). The Deloitte and Touche report contains suggestions on that subject. The Commission's staff will undertake the necessary work with the view to decide in July.

k) Technical investigations (Implementation of Articles 16§2 and 46 of the Regulation)

The Commission shall adopt (following a comitology process) the working methods of the Agency for conducting technical investigations to monitor the effectiveness of the application of the Regulation. The Commission shall start work on this issue with the view to decide in the last quarter of 2003.

l) Flexibility provisions

The Commission and the Agency may wish to co-ordinate and share the burden of the implementation of article 10. Work on this issue is probably not of a high priority and can certainly be delayed until the end of the year.

m) Fees and charges

The Commission shall adopt, after consultation of the Management Board and of the ABIP, following a comitology process, the fees and charges regulation. The Deloitte and Touche report contains suggestions in that field. Work shall be undertaken in March with the view to have a Management Board's opinion in June (7th MB meeting) and a Commission's decision in September.

2) The physical establishment of the Agency

a) Appointment of the Executive Director (on going)

b) Budget and work programme 2003

Both shall be adopted by the Board as soon as possible. Article 24.4 foresees the formal consultation of the ABIP, it is unlikely however that this can be done in view of the time pressure; an arrangement should be sought with the ABIP to limit the consultation to a simple notification, bearing in mind that the budget will certainly need revisions in the course of the year, taking into account the views of the interested parties, as appropriate.

c) Budget and work programme 2004

The EASA Regulation foresees that the Board shall adopt the work programme before 30 September for the coming year, following a consultation of the ABIP. It also

requires the Board to adopt a draft budget for that year before 31 March of the previous year, following consultation with the ABIP.

d) Structure of the Agency (on going)

For the hiring of directors and other staff to actively start in March, requires a (provisional) formal decision on the global structure to be done in February (2nd MB meeting). Work could continue on further details, with the view to adopt a final decision in June (7th MB meeting).

e) Staffing policy

The hiring of staff requires that the Management Board decides on the staffing policy, complementing and interpreting to the specific situation of the Agency, the general rules applicable to the officials and other staff of the Community institutions. The Deloitte and Touche report makes some suggestions to that aim, but a lot remains to be done after the Management Board have adopted in February (2nd MB meeting) general guidelines on the status and length of contracts; that includes the staff regulation to be adopted in May (6th MB meeting) and a manual for staff management to be adopted in September.

f) The financial regulation

As already indicated to the Board, a standard regulation has been adopted by the Commission on 18.11.2002. That text, as eventually amended after consultation with other Agencies similar to EASA, shall be adopted before the Agency can actually execute its budget. The prior opinion of the Commission and of the Court of Auditors being mandatory, that adoption can hardly be envisaged before March (3rd MB meeting).

g) The setting-up of the financial system

On the basis of the financial regulation, the Agency shall hire the necessary staff, develop its implementing rules, establish its financial control and audit system, ... All these steps shall be initiated when the Executive Director has been able to appoint an Administrative Director ; the system should be operational by June.

h) The outsourcing policy

The Management Board shall adopt guidelines for the outsourcing of certification tasks. That is likely to cover quality criteria to be met by national aviation administrations or qualified entities to be recognised as fit and able to execute such

tasks on behalf of the Agency. The Deloitte and Touche report contains suggestions to that aim. They should be examined and agreed by the Board in July (8th MB meeting).

The decision to actually outsource a task is for the Executive Director. As explained in the document of the Secretariat on the structure of the Agency dated 21 November 2002 and its attached Transfer Policy, it is likely that the Agency will be obliged to

outsource a large part of its certification activities if it is to be able to discharge its obligations from 28 September 2003 onwards. Work shall therefore be undertaken soon to examine the formal arrangements (contracts) to be concluded between the Agency and NAAs for the execution of such tasks. Standard contracts covering both the part-time, time-shared secondment of experts and the execution of complex technical findings (certification or continued airworthiness) shall be developed before July with the view to conclude in September individual bilateral contracts with each NAA, specifying the tasks and products covered, as well as lines of reports and allocation of responsibilities, and schemes for reimbursement of NAA costs when undertaking activities on behalf of EASA, in particular when NAAs are not charging the applicants for these tasks

i) The setting-up of a computerised system for the exchange and storage of certification data

For facilitating the smooth functioning of the distributed regulatory system which is established by the EASA Regulation, taking into account in particular the sharing of tasks during the transition, the Agency needs to put in place a powerful computerised system for the exchange and storage of data. Work on the architecture of that system should start as soon as the Agency has been able to hire a specialist to prepare the setting up of this system with the view to progressively implement it in co-operation with NAAs and the industry.

ESTABLISHING THE EASA SYSTEM: WORK PROGRAMME UNTIL SEPTEMBER 2003

EASA MB/1/2003
FINAL
05/06/2003.

1/ COMPLETION OF THE REGULATORY FRAMEWORK

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
							by EASA		by Commission
Rule-Making Process	Opinion ABIP	Decision MB							
Linguistic Arrangements	For Rule-Making:	Decision MB		For the other activities of the Agency:					Decision MB
IR	Core Groups	Legal review by Agency		Consultations	Opinion EASA		Comitology		Adoption by Commission
Certif.specifications & Guidance material	Core Groups			Review	Consultations				Adoption by EASA
Extension of the scope of the EASA Regulation		Core Groups				Opinion EASA			Commission proposal
Certif. Procedures				Opinion ABIP					Decision MB
Publication & Public access (EASA + Commission)							EASA decision		Commission decision
Appeal Process (Commission)							Commission decision		List of AB members
Standard. inspections (Commission)							Commission decision		
Fees & charges (Commission)					Opinion ABIP	Opinion MB			Commission decision
Technical investigations									→

ESTABLISHING THE EASA SYSTEM: WORK PROGRAMME UNTIL SEPTEMBER 2003

2/ ESTABLISHMENT OF THE AGENCY

[illegible]

Annex 3- Indicative breakdown of resources per activity

**BREAK DOWN OF HUMAN RESOURCES BY AREAS OF ACTIVITY
AND CATEGORY OF STAFF**

This table present a break down of the human resources for which provision is made in the EASA 2003 Budget and establishment Plan excluding auxiliary staff and detached national experts.

	TOTAL	A	B	C	D
Administrative tasks					
- Management (the Ex. Director, its assistant and a secretary)	3	2		1	
- Legal Advise	4	3		1	
- Human resources	5	2	1	2	
- Financial resources	5	3	1	1	
- Procurement	3	1	1	1	
- Facilities	4	1	2	1	
- Information technology	7	4	2	1	
- Communications	3	2		1	
TOTAL Administrative	34	18	7	9	
Operational tasks					
- Certification	20	17	1	2	
- Rulemaking	20	16	1	3	
- Quality and Standardisation	6	4	1	1	
TOTAL Operational	46	37	3	6	
TOTAL	80	55	10	15	

Annex 4– Establishment Plan 2003

Category and Grade	Permanent posts	Temporary posts
A2	-	-5
A3/LA3	-	-10
A4/LA4	-	-13
A5/LA5	-	-14
A6/LA6	-	-7
A7/LA7	-	-6
A8/LA8	-	-
TOTAL A/LA	0	55
B1	-	-
B2	-	-
B3	-	-4
B4	-	-2
B5	-	-4
TOTAL B	0	10
C1	-	-1
C2	-	-1
C3	-	-5
C4	-	-5
C5	-	-3
TOTAL C	0	15
D1	-	-
D2	-	-
D3	-	-
TOTAL D	0	0
TOTAL POSTS	0	80

Note : Pending a Management Board decision for the Agency's staffing policy, only temporary posts have been foreseen for this year because the length of the recruitment procedure for officials is incompatible with the need to make the Agency operational quickly.

Annex 5 - Indicative repartition
DRAFT BUDGET 2003

REVENUE

TITLE	HEADING	APPROPRIATIONS 2003	COMMENTS
1	Community contribution	9.500.000	For 2003 the Parliament adopted in first reading the amendment proposed by the Committee on Budget, which requested to transfer half of the Administrative and Operating credits foreseen for EASA on the reserve. The availability of the total amount of appropriations depend on the agreement of the Community budget authority.

For information: A carry over from 2002 of 735.000 € is under examination.

EXPENDITURE

TITLE CHAPTER	HEADING	APPROPRIATIONS 2003	COMMENTS
Title 1	STAFF		
1 1	Staff in active employment	6.000.000	Recruitment of 18 Auxiliary staff in the 1st semester of 2003, Recruitment of 10 National Experts (from 1 st April and for the rest of the year) and 80 Temporary Agents in the course of the year 2003
1 2	Expenditure related to recruitment	700.000	Credits to cover expenditure from recruitment procedure, including publication costs, travel and subsistence expenses of candidates called on a vacant post, expenditure for medical examinations upon recruitment
1 3	Administrative missions and duty travel	32.000	50 missions at 640 € each. Costs for non-operational missions
1 4	Socio-medical infrastructure, training	55.000	Restaurants, Canteens, Medical Service, staff training
1.7	Reception and entertainment expenses	20.000	
	TOTAL TITLE 1	6.807.000	
2	ADMINISTRATIVE EXPENDITURE		
2 0	Rental of building and associated costs	750.000	Calculation based on approximation 35sqmX30 peopleX250 € for first semester and then 35 sqm x100 people x250 € for the second semester (including

			insurance, water, gas, heating, cleaning, maintenance, security and surveillance of building, fitting-out premises). A margin has also been calculated to cover commitments for installation in the final location
2 1	Data processing expenditure and associated costs	750.000	Purchase of computers with licenses, fax, printers, servers, support service for helpdesk, Common Support Service for Agencies, Purchase of General Ledger System, Software Development, Access to Databases, IT Security. This includes purchases and services for the installation of the Agency in its final location for 100 personnel next year.
2 2	Movable property and associated costs	250.000	Furniture, office machinery, networks, equipment. This includes purchase of furniture for the building at the final seat (for approximately 100 people).
2 3	Current administrative expenditure	70.000	Stationery and office supplies, Paper, Financial charges, Legal Expenses, Damages, miscellaneous insurance
2 4	Postal charges and telecommunications	70.000	Postage on correspondence and delivery charges, Telephone, fax etc
2 5	Meeting expenses	43.000	Expert meetings
	TOTAL TITLE 2	1.933.000	
	TOTAL TITLES 1 & 2	8.740.000	

3	OPERATING EXPENDITURE			
3.0	Certification activities	340.000		Third party services (NAAs) for EASA in the last trimester 2003
3.1	Development of Databases	200.000		Preparation for the setting up of databases to compile data on aviation safety, creation of computer infrastructure and development of aviation specific applications
3.2	Information and Publication	40.000		Publication of general report, information and technical dossiers in paper form and Internet, publication in the Agency's own journal
3.3	Meetings	30.000		Organisation of seminars and conferences
3.4	Translation expenses	100.000		Estimation based on unit cost of 79 € per page, approximate volume of 1300 pages
3.5	Mission expenses	50.000		Missions linked to certification tasks.
	TOTAL TITLE 3	760.000		
	TOTAL	9.500.000		