EASA
European Aviation Safety Agency

Cologne, 13 February 2019

Single Programming Document

2019 - 2021

An Agency of the European Union

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Foreword

The EASA Single Programming Document (SPD) for the period 2019-2021 is the Agency's first multi-annual programme since the entry into force of the so called EASA Basic Regulation 2018 on the 11th of September 2018. EASA's responsibility and remit was expanded to address the new challenges of an ever transforming aviation industry.

EASA had already started to prepare itself for this entry into force in the previous programming cycles and to adapt its activities. In particular, EASA published at the beginning of 2018 an Opinion on the safe integration of drones of all sizes in the European airspace. The work continues for the legislative adoption of the rules. On Cybersecurity in aviation, a growing threat, EASA started to play, together with key partners, its coordinating role in order to adapt the European regulatory environment. In the domain of environmental protection in aviation, EASA has played a growing role in coordinating the European efforts to increase visibility of European mitigating measures regarding the impact of aviation on climate change. EASA also started to reflect on how to best address the safety challenges of Ground Handling in an efficient and proportionate manner.

The official entry into force of the Basic Regulation 2018 marks nevertheless an important milestone. EASA can now plan its strategy and resources for the years to come based on a reinforced mandate. A stronger focus will be given to alternatives to regulation and support to the Member States for better implementation of existing rules while adapting EASA's financing mode to the reality of its market and striving for significant efficiency gains. A project to revise the Fees and Charges system is ongoing and in this context a study to explore efficiency gains is currently being launched.

In the period covered by the SPD, EASA will also work to:

- Adapt its skills and competencies to technology innovation
- Tailor its oversight to the reality of Member States' capabilities, supporting the weak ones, applying a risk based approach for the strong ones
- Dimension its rulemaking production to the capacity of the EU system, concentrating on support to implementation rather than on new rules
- Improve Helicopter Safety
- Increase its visibility with the general public

EASA will also continue to shape the future of international cooperation in support of our industry. Prepare the opening of a project office, possibly followed by other tasks to support further regions, and stronger support to ICAO, are part of a pragmatic yet ambitious international cooperation strategy.

The regulatory framework in which our industry operates is a key factor in their competitiveness, growth and employment performance. Therefore, a key objective for EASA will be to always ensure that the regulatory environment is based on performance, proportionate to its aim and tailored to the needs of a given segment of the industry. In any case, there is no room for complacency in safety, especially in view of the high number of new challenges.

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Mission statement

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

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

Legal base

Decision	Date	Mission/ Tasks / Functions
REGULATION (EC) No 1592/2002 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 15 July 2002 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency (REPEALED)	15 July 2002 27 September 2002 (Entry into force)	Airworthiness Environmental compatibility The original Agency's responsibilities, given by Regulation 1592/2002 (repealed by Regulation 216/2008) include: expert advice to the EU for drafting new legislation; inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States; safety and environmental type-certification of aircraft, engines, parts, appliances and continuous monitoring of their airworthiness; approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations; EASA is also responsible for some specific executive tasks as specified in Commission Regulation (EC) No 768/2006 (regarding the collection and exchange of information on the safety of aircraft using Community airports and the management of the information system).
REGULATION (EC) No 216/2008 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 February 2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency, and repealing Council Directive 91/670/EEC, Regulation (EC) No 1592/2002 and Directive 2004/36/EC (REPEALED)	20 February 2008 08 April 2008 (Entry into force)	Airworthiness Environmental compatibility Flight Crew Licensing (FCL) Operation of Aircraft Safety of foreign operators Regulation 216/2008 extending the Agency's competences entered into force on 8 April 2008. With this extension the Agency got responsibilities to develop the regulations in the fields of air operations (OPS), flight crew licensing (FCL) and the oversight of third country operators (TCO). As well as to carry out (according to Regulation 736/2006) standardisation inspections for air operations, flight crew licensing and flight simulators and to perform the certification of foreign synthetic training devices, pilot training organisations and aero medical centres, and certification tasks linked to the authorisation to third country operators.
Last amended by REGULATION (EC) No 1108/2009 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 21 October 2009 amending Regulation (EC) No 216/2008 in the field of aerodromes, air traffic management and air navigation services and repealing Directive 2006/23/EC	21 October 2009 14 December 2009 (Entry into force)	Aerodromes AirTraffic Management (ATM) Air Navigation Services (ANS) On 7 September 2009 the Council adopted the regulation extending EASA's competencies to cover the safety of aerodromes, air traffic management and air navigation services. In particular, EASA's new tasks cover rulemaking and standardisation inspections. In addition, as far as safety and technical issues are concerned, it will be necessary to coordinate rulemaking activities with the Single European Sky framework, including the related research (SESAR) and implementing rules as well as the new objectives set for its implementation.

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REGULATION (EU) 2018/1139 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on common rules in the field of civil aviation and establishing a European Union Aviation Safety Agency, and amending Regulations (EC) No 2111/2005, (EC) No 1008/2008, (EU) No 996/2010, (EU) No 376/2014 and Directives 2014/30/EU of the European Parliament and of the Council, and repealing Regulations (EC) No 552/2004 and (EC) No 216/2008 of the European Parliament and of the Council and Council Regulation (EEC) No 3922/91	04 July 2018 11 September 2018 (Entry intro force)	Aviation Safety Management Airworthiness and environmental protection Aircrew Air operations Aerodromes Air Traffic Management (ATM) and Air Navigation Services (ANS) Unmanned aircraft Aircraft used by a third-country operator into, within or out of the Union Regulation (EU) 2018/1139 is not so much about extending the current scope than reinforcing the current system and closing gaps and inconsistencies. It adds new technical areas, like unmanned aircraft, ground handling and aviation security (specifically cybersecurity). It also extends the whole system to adjacent areas to aviation safety, like aviation security, environment and interoperability.

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

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I General Context

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

Emerging policy priorities

- **Digitalisation**: EASA is engaging with industry to leverage digital technologies, which are enabling fundamental innovation and disruption in the sector.
- **Innovation, Disruptive technologies, Electric & Hybrid Propulsion**: EASA prepares itself to better support innovation from the Industry (e.g. Artificial Intelligence, block chain technologies, extensive automation, etc.) that may affect the Agency's organisation, processes or regulations.
- **Sustainable Aviation/Circular Economy**: EASA is helping tackle the challenge of ensuring a cleaner, quieter and more sustainable future for the aviation system, including supporting the introduction of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).
- **Social Component of safety**: EASA is enhancing cooperation with EU social partners in aviation in order to reinforce EASA capacity in assessing potential social impacts of its regulations and to address socio-economic risks to aviation safety.

Summary of new and changing Agency tasks

Like thousands of other organisations, EASA has to prepare itself for the uncertainty of the UK leaving the EU. Negotiations continue between the EU and the UK government and both a soft and hard BREXIT are still realistic outcomes. This means that EASA has to be ready for both eventualities.

Soft BREXIT

The political process still clearly aims to achieve a Withdrawal Agreement ratified before 29.03.2019. This SPD has therefore been prepared on the assumption that the relevant parts of the current draft Withdrawal Agreement will ultimately be adopted, meaning that the UK will continue to be an EASA Member State until the end of 2020. To all intents and purposes the impact on EASA's workload will be limited to preparing for:

- An EASA contribution to negotiations on the future relationship in aviation from 2021
- Advance applications for third country approval from UK organisations

Hard BREXIT

In the absence of a Withdrawal Agreement, a hard BREXIT is likely to ensue. As an EU Agency EASA's main reference document is the European Commission's Notice to Stakeholders in the field of EU aviation safety rules published on 13.04.2018. In this scenario EASA has to prepare for a new legal environment. The impact on workload will be significant and EASA must prepare for:

- An EASA contribution to negotiations on the future relationship in aviation from 2021, in a potentially negative political context
- Applications for third country approval from UK organisations requesting urgent processing
- Applications for the urgent validation of product certificates held by UK companies
- The reassignment of tasks outsourced under partnership agreements from UK CAA to other organisations

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The Basic Regulation[1] 2018 entered into force on 11 September 2018, introducing new elements to EASA's remit, shaping the work of the Agency:

- a more flexible and proportionate EU aviation regulatory framework, capable of handling the challenges faced by the aviation sector (i.e. emergence of new technologies) and applying a risk based approach to achieve a balanced regulation of the General Aviation sector
- a more efficient EU aviation system, with reinforced cooperation between the Commission, EASA and the Member States, aiming to optimise the use of available resources at EU level and to improve safety by offering more support to Member States in the implementation of EU standards
- an extended scope for EASA to the regulation of all drones, regardless of their weight, and to ground handling
- a reinforced role for EASA in closing the gaps between aviation safety and security, by addressing the challenges created by cyber-threats
- the possibility for certain aircraft categories or state and military activities to become part of the common aviation system
- new competencies for EASA regarding environmental standard setting and transversal strategic actions (European Aviation Environmental Report, REACH, policy advice and implementation, sustainability actions)
- an enhanced cooperation with EU social partners in aviation for assessing potential social impacts of EASA regulations and to address socio-economic risks of aviation safety

In order to cope with the new tasks coming from the Basic Regulation 2018 within the existing resource constraints, EASA developed a Roadmap where it prioritises and plans its actions for the period of 2018-2021. In this context the key priorities for the next three years are:

- Drones and Urban Air Mobility
- Cybersecurity in aviation and other safety / security interfaces
- Ground handling
- Environment and sustainable aviation

Re-prioritisation

In a context of limited resources, the agency is forced to slow down the implementation of some initiatives in 2019:

- Deployment of its Research strategy.
- Easier access to General Aviation
- Opening of an office in South America
- Expanding EASA's international footprint
- Follow-up to the Digital Licence for Aviation Pilot's proof of concept.
- Repository of Information
- Support to Member States for implementation of common standards for aviation
- Rulemaking

Efficiency gains and negative priorities

Influenced by the four emerging priorities, new activities identified in this SPD and EASA's strive for efficiency have led to re-design of some activities. In consequence, the following activities will free human resources,

[1] Regulation(EU) 2018/1139 of the European Parliament and of the Council of 4 July 2018 on common rules in the field of civil aviation and establishing a European Union Aviation Safety Agency, and amending Regulations (EC) No 2111/2005, (EC) No 1008/2008, (EU) No 996/2010, (EU) No 376/2014 and Directives 2014/30/EU and 2014/53/EU of the European Parliament and of the Council, and repealing Regulations (EC) No 552/2004 and (EC) No 216/2008 and Council Regulation (EEC) No 3922/91 of the European Parliament and of the Council and Council Regulation (EEC) No 3922/91 [*OJ L 2012, 22.8.2018, p.1*]

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which can be re-deployed in order to reduce the staffing pressure, generated by the emerging and new activities:

- Align Rulemaking outputs, including means of compliance and guidance material, with the capacity of the EASA system
- Service level of Corporate Services, to reduce the posts deployed to Resource and Support activities
- General administrative tasks in HR, leveraging on digitalisation, increase of “self-service” platforms and better coordination with technical training learning activities
- Accounts receivable/revenue management activities, to refocus on more added value services
- Infrastructure and applications management activities in IT, by gradually replacing them with managed services

These activities together are estimated to free a number of posts for re-deployment. In parallel, EASA will launch a project to review its cost effectiveness, to complement the review of its Fees & Charges Regulation.

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II Multi-annual programming 2019-2021

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

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

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

II.1 Multi-annual objectives

The Juncker's Commission priorities 2014-2019
EASA is a European Union body, therefore its planning exercise must be aligned to the ten key priorities defined by the Juncker's Commission at the beginning of its mandate.

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

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

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

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

- Become global leaders
- One-stop shop for all domain-related matters, as defined in the Basic Regulation
- Efficiency effort to be made, in particular on the simplification of processes
- Support to the industry

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- Strategic alignment with the Juncker Objectives
- Innovative funding schemes

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

1. Our ambition is to be the foremost Aviation Safety Agency in the world
   (Linked to the Juncker objective: EU as Global Actor)

2. The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability
   (Linked to the Juncker objective: EU as Global Actor)

3. One system based on partners working in an integrated, harmonised and coordinated manner
   (Linked to the Juncker objective: Jobs, Growth and Investment)

4. The Agency builds on committed, agile and talented staff
   (Linked to the Juncker objective: EU as Global Actor)

5. Rules are smart, proportionate and contribute to the competitiveness of the Industry
   (Linked to the Juncker objective: Jobs, Growth and Investment)

6. The Agency will continue to be independent from political or economic influence in all its safety actions
   (Linked to the Juncker objective: EU as Global Actor)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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II.2 Multi-annual work programme

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

Strategic Objective	Process / Project	No.	Short Description	Start	End
1.1 Facilitating competitiveness, innovation and emerging technologies which generate European success	European Big Data Programme – Data4Safety –	III.2 - 1.1.1	Launch and deliver the proof of concept phase of the European Big Data Programme "Data4Safety". This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support the European Plan of Aviation Safety.	2016	2021
	Initial airworthiness and operational suitability	III.3 - 1.1.2	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement)	2004	Open end
	Certification related services	III.3 – 1.1.3	Support validation of the European products by third countries' authorities, and provide technical support to the European industry in a timely manner.	2004	Open end
	Business Programming, Reporting and Information management	III.11 - 1.1.4	Coordinate the Agency's programming and reporting documents, as well as monitor performance via quarterly reports. Maintain the Agency's reporting infrastructure and establish the Agency's information structure. Together these activities constitute EASA's management cycle: plan, do, check, and act.	2004	Open end

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1.2 Sustaining worldwide recognition for the European aviation safety system	Bilateral agreement and working arrangement	III.8 - 1.2.1	Bilateral Aviation Safety Agreements (BASA) negotiated by the European Commission with EASA's proactive support. Conclusion of Working Arrangements (WA), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety, by EASA.	2004	Open end
	Technical Support	III.8 - 1.2.2	Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this EASA shall become the leading implementer of EU funded technical cooperation programmes for safety and environmental protection in the field of civil aviation, in partnership with Member States.	2004	Open end
	ICAO cooperation	III.8 – 1.2.3	Present EU's position on matters under EU / EASA competences in ICAO standard setting activities, following efficient pre-coordination among all European stakeholders	2004	Open end
	Bilateral Aviation Safety Agreements (BASA) negotiation projects China & Japan	III.10 – 1.2.4	Support the European Commission with negotiating BASAs with China and Japan. Negotiation of Implementation Procedures for those BASAs with Japan and China Technical Agents (Japan Civil Aviation Bureau – JCAB and Civil Aviation Administration of China - CAAC)	2017	2020
	EU ramp inspections programme	III.7 – 1.2.5	Consolidate the EU ramp inspections programme as the leading programme in the world through continuous expansion of membership	2007	Open end

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

Strategic Objective	Process / Project	No.	Short Description	Start	End
2.1 Applying an advanced, pro-active and systematic approach to aviation safety	Safety Intelligence and Performance	III.2. – 2.1.1	Ensure the Agency has a Safety Intelligence capability that integrates all relevant safety data sources with the aim to identify and prioritise the systemic safety issues along with recommendations of mitigation. This provides input to the European Plan of Aviation Safety.	2004	Open end
	Safety Promotion	III.2. – 2.1.2	In partnership with other aviation authorities and the industry, improve aviation safety by raising awareness and changing behaviour.	2004	Open end
	Cybersecurity in Aviation and Emerging Risks	III.2. – 2.1.3	Ensure that the entire aviation system is prepared to effectively address cybersecurity threats. Assist the European Commission in safety-related security issues, including an alert system for conflict zones.	2017	Open end
	Strategy and Safety Planning	III.11 – 2.1.4	Develop a European-wide safety management capability via the deployment of the European Plan for Aviation Safety. Evolve the Agency's strategy and long-term priorities in line with anticipated safety risks and technological developments in industry.	2004	Open end
2.2 Using information technology to the benefit of the European approach to aviation safety	Information Technology	III.11 - 2.2.1	Establish and implement a coherent IT architecture, considering the impact of the Basic Regulation 2018, the EU e-government action plan 2016/2020, BREXIT and the digitalisation of the European aviation industry. Provision of IT services in accordance with the Agency's evolving role and the established Service Level Agreements.	2004	Open end
	Repository of Information (Art.74)	III.11 – 2.2.2	Establish and manage a repository of information, necessary to ensure effective cooperation between the Agency and the national competent authorities concerning the exercise of their tasks, in relation to certification, oversight and enforcement under the article 74 of the Basic Regulation 2018	2019	2023

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

Strategic Objective	Process / Project	No.	Short Description	Start	End
3.1 Identifying safety deficiencies and taking corrective actions in a coordinated and rapid manner	Continuing airworthiness and operational suitability	III.3 – 3.1.1	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using the available resources effectively.	2004	Open end
	Design Organisation Approvals	III.4 – 3.1.2	Establish a risk based oversight approach for the design organisation and implement Level of Involvement.	2004	Open end
	Organisation Approvals (OA)	III.4 – 3.1.3	Establish a risk based oversight and continuous monitoring approach for organisation approvals.	2004	Open end
	Standardisation: monitor application of regulations and implementing rules	III.6 – 3.1.4	Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities. Further, assure uniform implementation of the rules in all domains	2004	Open end
	Third-Country Operators Authorisation	III.5 – 3.1.5	Authorisation and Continuous Monitoring of all commercial third country operators, proportionate to the risk involved for EU citizens, in articulation with the EU Air Safety List.	2008	Open end
	Implementation Support	III.6 – 3.1.6	The Agency will develop a process for providing support to EASA Member States in the implementation of European aviation safety Regulations	2019	2020
3.2 Integrating technical resource management at European level for efficiency, effectiveness and flexibility	Technical Training	III.11 – 3.2.1	Ensure that EASA staff is sufficiently trained to maintain and/or further develop the required competences. Support the competency development of aviation inspectors in the EASA system.	2004	Open end
	European Central Question Bank (ECQB)	III.11 – 3.2.2	Manage the ECQB for the theoretical knowledge examinations of commercial pilots. The ECQB ensures that pilots at European level have the appropriate knowledge and necessary competencies.	2015	Open end
	NAAs & QEs outsourcing	III.10 – 3.2.3	Implement the outsourcing strategy 2017-2021 including the advancement of the new framework of partnership agreements	2004	Open end

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3.3 Establishing a new resource scheme to sustain the European aviation safety system	F&C Regulation Review	III.10 – 3.3.1	Review and amend charging scheme in cooperation with stakeholders to fund certification activities carried out under the basic regulation 2018.	2017	2021

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

Strategic Objective	Process / Project	No.	Short Description	Start	End
4.1 Empowering individuals to develop, engage and grow so as to deliver on our priorities	Human Resources	III.11 – 4.1.1	Create a culture of innovation, adaptability, agility and collaboration, building on a knowledgeable and skilled workforce that is able to anticipate and quickly change, and is willing to learn and develop	2004	Open end
4.2 Creating a quality work environment that helps staff succeed	Corporate Services	III.11 – 4.2.1	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
4.3 Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency	Applicant relations	III.10 – 4.3.1	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery	2016	Open end
	CORAL Programme	III.10 – 4.3.2	EASA's certification processes are digitised in a single, transparent, cost efficient system with user friendly access for both internal and external stakeholders and predictable work flows.	2016	2021
	Implement budget	III.11 – 4.3.3	High budget implementation rate maintained and in line with sound financial management principles	2004	Open end

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

Strategic Objective	Process / Project	No.	Short Description	Start	End
5.1 Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	Rules Development and Better Regulation	III.9 – 5.1.1	Modern, proportionate rules that are fit to uphold high common standards for safety and environmental protection, and ensure the competitiveness of the European industry	2004	Open end
5.2 Assessing implementation of Rules and Regulations to ensure they are effective, proportionate and remain relevant	Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts	III.11 - 5.2.1	Establish drone services market, covering drones and its operations, airspace rules for low-level airspace and the creation of the U-Space. implementing rules (IR) for the open, specific and certified category and associated acceptable means of compliance, standards and support to implementation actions	2016	2023
	Digital Licence for Aviation Pilots (dLAP)	III.9 - 5.2.2	Facilitate digital interaction between licensing authorities and pilots/business for high quality services and cross-border interoperability, developing a financially self-sustained IT solution.	2018	2022
	Study on Pilots living with HIV	III.9 - 5.2.3	Review recent scientific publications to support a decision on a change in the aeromedical certification of applicants for commercial pilot license living with HIV	2019	2019

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

Strategic Objective	Process / Project	No.	Short Description	Start	End
6.1 Demonstrating integrity by assuring technical independence and robustness of safety decision making	Research Strategy	III.2 - 6.1.1	Consolidate and deliver a research strategy that supports the needs of the European Plan of Aviation Safety and wider aviation industry	2004	Open end
6.2 Minimising the consequences of political or unexpected constraints that may impact aviation safety	Executive Directorate related processes	III.11 - 6.2.1	Corporate Communication, Quality Assurance, Legal Advice, Audit Function	2004	Open end
	Prepare EASA for BREXIT	III.11 - 6.2.2	In light of the uncertainty regarding the outcome of the EU-UK negotiations, EASA is preparing itself to deal with the potentially numerous applications it will receive from the British Organisations who want to stay in the EASA system	2017	2019

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III Work Programme 2019

III.1 Executive summary

The 2019 Work programme is the last operational step to be followed in order to translate the strategy into concrete actions. For that reason it is an integral part of the Single Programming Document. EASA will assure that all its core operational activities are carried out with specific attention to the stakeholders and to the overall efficiency. It is expected that the organisation is able to respond promptly and efficiently to safety issues among others via the following actions:

- Continue the **European Big Data Programme** – **Data4Safety**
- Implement **New Safety Promotion Strategy**
- Increase **Continuing airworthiness** activities
- Implement the **General Aviation Roadmap 2.0**
- Roll-out the **Environmental strategy and action plan**
- Collaborate with **ICAO**
- Assist in implementing the **Risk-based Oversight system**
- Increase the number of participating states in the **EU Ramp Inspection Programme**
- Support negotiations on **EU-China and EU-Japan BASAs**
- Develop and implement **new technical assistance projects** and related **field offices**
- Prepare the **Operation of drones and other innovative aircraft**
- Facilitate the use of **EUROCONTROL** technical expertise and resources for EASA tasks.
- Review the Agency's **fees and charges regulation**
- **Efficiency Gains** across support and enabling activities

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III.2 Safety Intelligence & Performance

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

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

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

- **Safety Intelligence and Performance**: EASA's main aim is to strengthen the safety intelligence and safety performance functions by (1) investing on innovative technologies for data capture and analysis as well as (2) ensuring safety intelligence feeds even more efficiently into the European Plan for Aviation Safety
- **European Big Data Programme** – **Data4Safety**: it will provide a Big Data platform and Analysis capability at European level. This programme includes the upgrade of the ECCAIRS platform that sustains the European Central Repository of occurrences (Regulation 376)
- **New Safety Promotion Strategy**: which will complement the Agency's more rigid, slow and constraining Rulemaking activity with agile, risk proportionate, alternative risk mitigation measures

Key Processes

III.2. – 2.1.1	Safety Intelligence and Performance
Objectives 2019	• Implementation of an EASA Safety Intelligence event
Risk (details c.f. Annex IV.8)	• Quality of data and provision of analysis resources to complete the process development and analysis tasks • Failure to identify or failure to respond to safety issues in a timely manner
Principal Funding Source	EU Contribution

III.2. – 2.1.2	Safety Promotion
Objectives 2019	• Implementation of the Safety Promotion Strategy by developing the initial Safety Promotion Plan to ensure that it is effective at raising awareness of Safety Risks and supports the European Aviation Community with practical mitigations. This should be achieved through the delivery of targeted material and other activities that meet the needs of each Safety Topic for different aviation domains • Promotion of the key Safety Risks and Topics within general aviation to support the General Aviation Roadmap 2.0 and within Rotorcraft to support the Rotorcraft Roadmap. This should be achieved by

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	delivering targeted material depending on the need of the risk and audience to be reached • Implement the GA Safety Award to promote the development of reliable tools to improve safety, encourage investment in this area, support and enhance visibility of valuable products, further enhance GA community's engagement to safety.
Risk (details c.f. Annex IV.8)	• EASA spends time creating material that does not reach its intended audience • EASA's Safety Promotion material does not provide the right information needed by stakeholders • Negative backlash towards specific Safety Promotion activities, reducing the credibility of EASA as leading safety promotion actor across the EU • Insufficient funding and resources for the implementation of the Safety Promotion Plan • The GA Safety Award does not yield any tools that can have a positive effect on safety.
Principal Funding Source	EU Contribution

III.2 - 6.1.1	Research Strategy
Objectives 2019	• Implementation of H2020 Delegation Agreement Roadmap 2019-2020 (launch of calls, tendering process, DA signed, contracts ready for signature) • Consolidate and prepare delivery of a Research Strategy implementation plan that supports the needs of the EPAS, aviation industry and research community • Negotiate grants or other agreements to fund additional research, in line with the EPAS • Start the collaboration with the association of universities (founded in 2018)
Risk (details c.f. Annex IV.8)	• Insufficient funding of the Research Strategy • Insufficient support from major stakeholders
Principal Funding Source	EU Contribution

III.2. – 2.1.3	Cybersecurity in Aviation and Emerging Risks
Objectives 2019	Implement the Strategy for Cybersecurity in Aviation within the related timelines, consistent of • Publish a Notice of Proposed Amendment (NPA) proposing the introduction of organisational requirements for the management of cybersecurity risks in all aviation domains • Finalise the Pilot Phase for the establishment of the European Centre for Cyber Security in Aviation (ECCSA) • Assist the European Commission in matters of safety-related security issues, including an alert system for conflict zones
Risk (details c.f. Annex IV.8)	• Agency funding: failure to have the right level of funding to support the cybersecurity initiatives developed by EASA

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	• Lack of support from Member States to the role that should be played by EASA on safety-related security issues
Principal Funding Source	EU Contribution

Key Projects

III.2 -1.1.1	European Big Data Programme – Data4Safety –
Start / End	2016 / 2021
Objectives 2019	• Data4Safety Proof of Concept deliver first set of metrics • Deliver one to two Use Cases as agreed by PAR AG/MB in Q4 2018 • Launch of a procurement procedure for ECCAIRS 2.0 project resulting in a FWC (EASA.2019.HVP.01) • First operational version of ECCAIRS 2.0 is live
Risk (details c.f. Annex IV.8)	• Availability of funding • Willingness of safety data owners to join the programme and share their data
Principal Funding Source	EU grants + F&C accumulated reserve

Overall Resources & Key Performance Indicators

	2019
Human Resources (FTEs)	**58**
Of which allocated Human Resources (FTEs)	**12**

Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Timely processing of occurrence reports	82% 4.4 days	98% 2.7 days	≥82% ≤5 days
Accuracy of technical owner allocation	98%	98%	≥95%
Timeliness to answer safety recommendations	100%	100%	≥97.5%
Productivity and Quality of Safety Analysis process	5 items	2 items	≥4
Implementation Safety Promotion Programme	56%	90%	≥80%
Safety Promotion Resource Engagement	3 FTE	8 FTE	9.6 FTE
Proportion of safety promotion materials and actions jointly developed with stakeholders	75% (New KPI)	80%	≥50%
Timely execution of committed research projects	100%	100%	100%
Processing of requests for participation in external research projects	New KPI	New KPI	≥80%

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III.3 Product Certification

EASA is responsible for the airworthiness and the environmental certification of aeronautical products, parts and appliances. This responsibility encompasses the initial type certification, including operational suitability data and a variety of related certification activities, such as supplemental type certifications, approval of changes to type certificate and of repair design. Furthermore, it also covers activities to ensure the continuing airworthiness of the certified products, parts and appliances throughout their entire operational life. This includes identifying and reacting without undue delay to safety problems and issuing and disseminating the applicable mandatory Airworthiness Directives (ADs). The Agency also provides services to external stakeholders, such as the approval of Maintenance Review Board (MRB) reports, the Certification Support for Validation of certificates outside the EU as well as Technical Advice Contracts upon request of either the industry, aviation authorities or other public institutions.

Within the product certification domain, the Agency efforts are particularly focused on:

- **New technologies** in initial airworthiness, expected to impact the current work and requiring innovative approaches (e.g. Remotely Piloted Aircraft Systems, electric and hybrid propulsion, vertical take-off and landing aircraft).
- **Continuing airworthiness** activities, expected to increase, following the in-service fleet growth and the consequent increase in the number of occurrences.
- **Support the EU industry in validating their products in third countries**, by developing and implementing streamlined procedures with bilateral partners and supporting industry with technical expertise.
- **General Aviation Roadmap 2.0** implementation to further simplify and improve rules for General Aviation with the available resources. To this end EASA identified Rulemaking Tasks (RMT) and Safety Promotion activities, impacting the certification domain.[2]
- **Environmental strategy and action plan** for certification and supporting the Commission's environmental agenda.

Key Processes

III.3 - 1.1.2	Initial Airworthiness and Operational Suitability

Objectives 2019	• Full implementation of new Part 21 including Level of involvement by end 2019, subject to the publishing of the new rule
	• All aircraft engines are re-certified in line with CAEP/10 PM Standard by end of 2019
	• New CO_2 Standard is embedded in the CT handbook by end of 2019
	• Environmental Fraud prevention monitoring activity is in place by end of 2019
	• Sustainability actions:
	  ○ ecoLabel / LifeCycle Assessments concept is approved by Management Board Dec 2019
	  ○ Sustainable fuels project is launched
	  ○ REACH monitoring process in in place with European Chemical Agency under the Memorandum of Understanding

[2] Please see the relevant chapters.

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Risk (details c.f. Annex IV.8)	• Erroneous issue of a certificate/approval/authorisation, for which the Agency is competent
Principal Funding Source	F&C

III.3 – 3.1.1	Continuing airworthiness and operational suitability
Objectives 2019	• Implementation of the Rotorcraft taskforce recommendations within the related timelines
Risk (details c.f. Annex IV.8)	• Unaddressed safety issues during the product life cycle of certification, validation, approval of flight condition
Principal Funding Source	F&C

III.3 – 1.1.3	Certification related services
Objectives 2019	• Approval and implementation of the Technical Implementation Procedures (TIP) with Civil Aviation Administration of China Civil Aviation Administration of China (CAAC) by end of 2019 • Approval of the TIP revisions with Bilateral Partners by end of 2019 • To support the implementation of the Innovative Partnership Contracts with industry
Risk (details c.f. Annex IV.8)	• Failure to provide the requested support in a timely manner might undermine the competitiveness of the European industry in third countries
Principal Funding Source	F&C

Overall Resources & Key Performance Indicators

	2019
Human Resources (FTEs)	**377**
Of which allocated Human Resources (FTEs)	**132**

Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Initial Airworthiness (stakeholders) satisfaction rate (annually)	78%	n/a	≥78%
Initial Airworthiness (IAW) performance rate	92%	96%	95-105%
Airworthiness Directives deficiency rate	5%	5%	≤5%
Continuing airworthiness (CAW) predictability time	95%	115%	≥90%
Occurrences backlog monitoring rate	118%	84%	90-110%
Technical acceptance of occurrences timeliness	11.5 days	10 days	≤ 10 days
Timeliness of certification support for validation of products	53%	71%	≥71%

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III.4 Organisation Approvals

EASA is responsible for all design and certain production organisations, if requested by Member States. The Organisation Approvals activities also include the approval and oversight of pan-European Air Navigation Service providers, and the oversight of the Network Manager on behalf of the European Commission. Outside the territory of Member States, EASA approves and oversees Air Traffic Controller training organisations as well as design, production, maintenance, continued airworthiness management, maintenance staff training and flight crew training organisations. EASA provides technical support to the satellite-based augmentation system (SBAS) in South Korea. Furthermore, the initial certification of AIREON's satellite-based ADS-B surveillance system is expected to be completed in 2019.

The Basic Regulation 2018 expands the possibility of the issuance and monitoring of European organisation approvals by the Agency (e.g. in maintenance, Aircrew Training Organisations (ATO) and Air Operator Certificates (AOC)).

Within the organisation approvals domain, the Agency efforts are particularly focused on:

- Implementation of the **Basic Regulation 2018**
- Implementation of new **Bilateral Aviation Safety Agreements** (BASA) / new Annexes to existing BASAs

Key Processes

III.4 – 3.1.2	Design Organisation Approvals
Objectives 2019	• DOAs to follow up Level 3 findings, which are neither related to a non-compliance nor to a safety issue (part of streamlining initiative in 2019). EASA to monitor progress • New concept for DOA Dashboard in place by end of 2019
Risk (details c.f. Annex IV.8)	• Ineffective oversight of the design organisation approvals activities may create safety issues on products
Principal Funding Source	F&C

III.4 – 3.1.3	Organisation Approvals (OA)
Objectives 2019	• Implementation of the risk-based oversight approach into the Organisations Approvals Procedures for all OA domains • Adoption of updated procedures for Organisation Approval following the entry into force of the Basic Regulation 2018 • Implementation of the provisions introduced through new bilateral agreements (e.g. China) or new annexes to existing BASAs
Risk (details c.f. Annex IV.8)	• Processes and procedures adapted for the implementation of the Basic Regulation 2018 not timely developed and approved • Difficulties in identifying, evaluating, and prioritising risks, leading to an incorrect allocation of resources and resulting in ineffective and inefficient oversight • Failure to implement the provisions introduced through new BASA may cause a misalignment of industry practices and regulatory framework

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	• Unchecked "theoretical" implementation of Safety Management System (SMS) may cause overregulation to certain sectors without safety benefit • Difficulties in ensuring a harmonised implementation of SMS across differing cultural models • Fragmented State-to-State agreements and working arrangements increasing complexity of the international approval system instead of holistic multilateral agreement approach, such as a global recognition system through ICAO
Principal Funding Source	F&C

Overall Resources & Key Performance Indicators

	2019
Human Resources (FTEs)	**143**
Of which allocated Human Resources (FTEs)	**57**

Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Timely approval of Design Organisation (DOA) continuation	82.4%	93%	≥95%
Timely initial approval of Organisation	On track	On track	≥80%
Timely approval of Organisation continuation	On track	On track	≥90%
On time closure of Organisation Approvals (OA) findings	93%	95%	≥95%
Feedback on Organisation Approval process (yearly)	New KPI	New KPI	≥75%

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III.5 Third Country Operators

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

Within the Third Country Operators domain, the Agency efforts are particularly focused on:

- Maintain and enhance the risk-based **Continuous Monitoring Programme** (CMP) of Third Country Operators Authorisations
- Explore opportunities to streamline the Third-Country Operators Authorisations' process for **business jet operators**

Key Processes

III.5 – 3.1.5	Third-Country Operators Authorisation
Objectives 2019	• Maintain and enhance a risk-based CMP • Deploy for example mutual recognition with international partners, to streamline the process for business jet operators
Risk (details c.f. Annex IV.8)	• Failure to positively and timely identify and react to ICAO non-compliant TCO that operate in the EU • Lack of coordinated approach between TCO and Air Safety List leading to inefficient/overlapping activities
Principal Funding Source	EU Contribution

Overall Resources & Key Performance Indicators

	2019
Human Resources (FTEs)	**18**
Of which allocated Human Resources (FTEs)	**4**

Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Authorised TCOs reviewed as planned	New KPI	On track	100%
Timely validation/completion of Third Country Operator applications	New KPI	60%	>80%

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III.6 Standardisation

In 2018, a new standardisation strategy was developed, focusing among others on improving the overall efficiency of the standardisation process through a number of measures as detailed in the related Standardisation Roadmap.

Improving the continuous monitoring element in order to make better use of the available data will reinforce the current risk-based approach. At the same time, the outcome of the monitoring will be used to enhance the planning and conduct of inspections. Finally, support to authorities in need, according to the manner described in the Basic Regulation 2018, will close the loop in case of persistent difficulties identified during Standardisation activities.

Within the Standardisation domain, the Agency efforts are particularly focused on:

- Continuing with standardisation activities in the domain of **Systemic enablers for safety management** (SYS) to complete a first review of all Member States by 2020. Verification of obligations related to State Safety Programme and EPAS will be developed on the basis of the Basic Regulation 2018.
- Continuing to collaborate with **ICAO** and to seek the implementation of their Working Arrangement to exchange data and information.
- Assisting in the efficient implementation of the **Risk-based Oversight system**, EASA will continue to enhance the competencies of the Standardisation inspectors for the assessment of Authority and Organisation Requirements, with particular regard to the Management System.

Key Processes

III.6 – 3.1.4	Standardisation: monitor application of regulations and implementing rules
Objectives 2019	• Further develop/complete EASA's capacity, including training, for standardisation activities in SYS • Be ready for providing Implementation Support to Member States when requested, within the resource constraints
Risk (details c.f. Annex IV.8)	• Failure to establish, and then maintain, a uniform level of implementation of EU Safety regulations across Europe and associated Member States through Standardisation of Member States
Principal Funding Source	EU Contribution

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Key Project

III.6 – 3.1.6	Implementation Support
Start / End	2019 / 2020
Objectives 2019	• Inform Member States of the possibility to receive Implementation Support through a workshop or targeted communication • Identify Member States that could benefit from Implementation Support • Support Member States in understanding and implementing European Aviation Safety Regulations, thus enabling a robust European Safety system • Develop a European Aero-Medical Repository
Risk (details c.f. Annex IV.8)	• Requests for support from Member States exceeds internal capacity • Support provided by the Agency does not enable a robust European Safety system
Principal Funding Source	EU Contribution

Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Efficient and robust Standardisation (yearly)	-24%	n/a	≤-5%
Control of overdue Standardisation findings	6.8%	20.5%	≤20%
Timely issuance of Standardisation reports	89%	96%	≥ 95%

Overall Resources & Key Performance Indicators

	2019
Human Resources (FTEs)	**70**
Of which allocated Human Resources (FTEs)	**17**

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III.7 EU Ramp Inspection Programme

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

The Programme is regulated by Commission Regulation (EU) No 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.

Within the EU Ramp Inspection Programme domain, the Agency efforts are particularly focused on:

- Increase the number of **participating states**
- Foster the globalisation of the programme at **ICAO** level
- Enhance the **risk-based approach** through a system-wide coordination of inspections

Key Processes

III.7 – 1.2.5	Safety Assessment of Foreign Aircraft (SAFA) Coordination
Objectives 2019	• Deployment of a system-wide coordination process • One new SAFA Working Arrangement signed • Implementation of a new Ramp Inspections Database
Risk (details c.f. Annex IV.8)	• Regional (political) complications for States joining the European programme • Impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to obey to the programme standards • Insufficient resources to manage the growth • Unavailability of the Ramp Inspection Database (down-time) preventing Member States from exchanging safety information • Loss of data / data integrity leading to incorrect analyses and erroneous decisions on enforcement actions towards operators • Lack of resources in the participating Member States
Principal Funding Source	EU Contribution

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Overall Resources & Key Performance Indicators

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

Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Overall stakeholder satisfaction	New KPI	n/a	78%
Downtime of Ramp Inspection Database	New KPI	n/a	≤ 3 days

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III.8 International Cooperation

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

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

Within the international cooperation domain, EASA's efforts are particularly focused on:

- Entry into force of **EU-China and EU-Japan BASAs**
- Development and implementation of **new technical assistance projects** and related **field offices**

Key Processes

III.8 - 1.2.1	Bilateral agreement and working arrangement
Objectives 2019	• Signature of at least 3 WA by Q4 2019 • Review and/or update of at least 3 existing WA by Q4 2019 • Support the Commission in the adoption of the new Annexes 3 and 4 under the EU-US BASA by Q3 2019 • In coordination with the Commission, ensure increased EU/EASA visibility through opening of EASA offices in third countries (regions of potential interest should include the Western Balkans, Latin America and Africa)
Risk (details c.f. Annex IV.8)	• Safety risk in case of deficiency in some foreign partners' safety systems

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	• Risk of imbalance in BASAs and WAs, to the detriment of European Industry
Principal Funding Source	EU Contribution

III.8 - 1.2.2	Technical Support
Objectives 2019	• Support the EC in developing at least 2 new technical assistance projects and successfully launch those projects by end of 2019
Risk (details c.f. Annex IV.8)	• The Agency might not be in a position to deliver the projects to the European Commissions' and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability
Principal Funding Source	EU Contribution + Earmarked funds from the EU

III.8 – 1.2.3	ICAO cooperation
Objectives 2019	• Conclusion of a written instrument of cooperation between EASA and ICAO's European and North Atlantic office by Q3 2019 • Agency's contribution to the development and submission of European positions to ICAO's 40th Assembly by Q3 2019 • Contribution to the establishment of the permanent European coordination mechanism on safety and Air Traffic Management by Q4 2019
Risk (details c.f. Annex IV.8)	• European positions on aviation safety are not taken into account and reflected properly
Principal Funding Source	EU Contribution

Overall Resources & Key Performance Indicators

	2019
Human Resources (FTEs)	**64**
Of which allocated Human Resources (FTEs)	**12**

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Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Timely progression on Working Arrangements	100%	75%	≥80%
Timely progression on Bilateral Agreements	100%	80%	≥90%
Timely implementation of technical support to 3rd countries	81%	93%	≥70%
Quality of delivered projects based on stakeholder feedback	New KPI	n/a	≥ 5 on scale of up to 7
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	97.7%	100%	≥90%
Timely delivery of compliance checklists for use by MS	≥ 9 months Heavily delayed	≥6 months delayed	≤ 9 months

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III.9 Rulemaking

Legislation is not an end in itself. Modern, proportionate rules that are fit for purpose are essential in aviation safety to uphold high common standards and ensure the competiveness of the European industry. The European Commission 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 benefits at minimum cost to citizens, businesses and workers without creating unnecessary regulatory burdens for Member States and EASA itself. To that end, EASA designs regulatory proposals transparently, based on evidence, understandable by those who are affected and backed up by the views of stakeholders.

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

Within the Rulemaking domain, the Agency efforts are particularly focused on:

- **Operation of drones** via the introduction of a regulatory framework. For the fully certified drone category, EASA opinions and decisions will be issued between 2019 and 2023.
- **Ground Handling**, a new remit stemming from the Basic Regulation 2018, the Agency has already engaged in a fact finding phase, via safety assessment and dialogue with Member States and stakeholders. It will subsequently commence the implementation of the resulting roadmap.
- EASA and **EUROCONTROL** joint Work Programme, established to cooperate in areas of common interest. This collaborative framework facilitates use of EUROCONTROL technical expertise and resources for EASA tasks.
- Respecting its resource limitations, EASA will further progress developing simpler, lighter and better rules for **General Aviation** (GA), in line with the GA Roadmap[3] created in partnership with the EC and stakeholders, recognises the importance of GA and its contribution to the European economy and a safe European aviation system.

Key Processes

III.9 – 5.1.1	Rules Development and Better Regulation
Objectives 2019	• Better regulation principles are fully embedded in EASA's rulemaking • The number of Opinions published by EASA does not exceed the number of Opinions adopted by the Commission Ex-post evaluation on provisions for flight crew licenses is completed • All new rulemaking proposals included in EPAS are subject to a preliminary impact assessment accepted by Advisory Bodies • Define scope, objectives and performance indicators to draft a Ground Handling roadmap • Commence implementation of Ground Handling roadmap

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	• Advance the implementation of the General Aviation Roadmap 2.0 within the available resources.
Risk (details c.f. Annex IV.8)	• Regulatory framework puts EU industry under a competitive disadvantage and jeopardises innovation • Insufficient resources to deal with an increase in the number of alternative means of compliance notifications leading to delay in the issuance of Agency recommendations, or resulting in increased number of erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact • Inadequate regulations 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 rules
Principal Funding Source	EU Contribution

Key Project

III.9 - 5.2.2	digital Licence for Aviation Pilot (dLAP) – Proof of Concept
Start / End	2018 / 2022
Objectives 2019	• Implement the proof of concept and prepare action plan, linked to its result •
Risk (details c.f. Annex IV.8)	• Uncoordinated development of standards leading to fragmented dLAP implementation • Insufficient funding • Insufficient development of the EU dLAP project leaving ICAO Annex I evolutions not considering the EU needs
Principal Funding Source	EU Contribution

III.9 - 5.2.3	Study on Pilots living with HIV
Start / End	2019 / 2019
Objectives 2019	• Review recent scientific publications to support a decision on a change in the aeromedical certification of applicants for commercial pilot license living with HIV
Risk (details c.f. Annex IV.8)	• Unsuccessful (middle value) tender • Insufficient resources
Principal Funding Source	EU Contribution

Overall Resources & Key Performance Indicators

	2019
Human Resources (FTEs)	**75**
Of which allocated Human Resources (FTEs)	**19**

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Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Timely Progress on Rulemaking Programme	New KPI		
1. Opinions planned vs actuals		50%	≥75%
2. Decisions[4] planned vs actuals		64%	≥75%
3. NPAs planned vs actuals		24%	≥75%
Rulemaking Process Efficiency	3.9 years		
1. Average time with standard procedure		3.6 years	≤3.5 years
2. Average time with Art.15/16		n/a	≤1.5 years
3. Average time at the EC	(for info)	New KPI	≤2.0 years
Planned deliverables	New KPI		
1. Term of Reference leading to Opinions		2	≤ 7
2. Planned Opinions		n/a	≤ 7
Preliminary Impact Assessments Coverage	90%	78%	≥85%
Impact Assessment Coverage	74%	25%	≥75%
Regulation Quality	94%	n/a	≥90%
Timely answer to exemption requests (as defined by regulation)	91%	101%	≥ 95%

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

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III.10 Applicant Services

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

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

Within the applicant services domain, EASA efforts are particularly focused on:

- Reviewing the Agency **fees and charges regulation** to adapt it to a changing environment
- Establishing a **digital certification platform** to make certification processes fully digitalised by 2025 The target ecosystem is data centric, transparent and connected to the stakeholders
- Developing **deeper partnerships** with national aviation authorities to enhance the performance and resilience of the European system

Key Processes

III.10 – 4.3.1	Applicant relations

Objectives 2019	• By Q2 2019, offer targeted guidance to applicants through several channels (telephone, web, events) to ensure the administrative process of certification is transparent and predictable
	• Give accurate advance advice to individual applicants on the potential impact of:
	  ○ BREXIT (by Q1 2019)
	  ○ revised fees and charges regulation (by Q2 2019)
	• As part of a contingency plan for BREXIT, by Q1 2019 prepare for the receipt of and manage applications from UK applicants for third country organisation approvals and validation of design certificates
	• With reference to the draft revision to the F&C Regulation, prepare the necessary policies, processes and tools to operationalise the new approaches by the specified date for implementation

Risk (details c.f. Annex IV.8)	• Applications are delayed due to inefficient exchange of information between EASA and the applicant • Sensitive technical material and /or personal data is disclosed due to security breaches
Principal Funding Source	F&C

III.10 – 3.2.3	NAAs & QEs outsourcing
Objectives 2019	• 79.7k hours assigned to national aviation authorities (NAA) under the partnership framework or to qualified entities (QE) (+6k hours (+8%) compared to 2018 forecast) • Compared to 2017 + 20% of NAA staff trained via EASA technical training programmes

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Risk (details c.f. Annex IV.8)	• Actual workload volumes and types diverge significantly from the baseline forecast, causing capacity issues • Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes. Resulting in EASA being unable to carry out some planned tasks • Bilateral agreements affect overall workload and impact NAA outsourcing strategy
Principal Funding Source	F&C

Key Projects

III.10 – 3.3.1	F&C Regulation Review
Start / End	2017 / 2020
Objectives 2019	• European Commission launches formal procedure to adopt revised fees and charges regulation (May) • First performance plan adopted to forecast expected price adjustments for the period 2020-2022 after accounting for efficiency gains
Risk (details c.f. Annex IV.8)	• The feasibility study fails to correctly forecast industry activities and therefore expected revenue. This might result in activities being over or under priced • Stakeholders have varying interests that cannot be reconciled. This might result in a failure to agree at committee stage, or an increase in complaints to be dealt with after adoption • Approval procedure is delayed and revenue falls short of costs in year of entering into force. This might result in activities being delayed or cancelled
Principal Funding Source	F&C

III.10 – 4.3.2	CORAL Programme
Start / End	2016 / 2021
Objectives 2019	• Realize 35% of the implementation roadmap as defined in 2018, this implies to achieve level 3 of the European Commission E-Government benchmark, created by Cap Gemini (full on-line interaction) • Definition of a Minimum Viable product to be tested according to Customer journeys defined in association with internal and external stakeholders • Revamping of the Information management system with the objective to streamline and create an efficient framework for future data centric activities
Risk (details c.f. Annex IV.8)	• Programme fails to achieve targets due to lack of clarity on objectives, resource shortages and/or weak stakeholder engagement • Sensitive technical material and /or personal data is disclosed due to security breaches or mishandling of information (user error) • CORAL programme fails to deliver expected benefits
Principal Funding Source	F&C

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III.10 – 1.2.4	Bilateral Aviation Safety Agreements (BASA) negotiation projects China & Japan
Start / End	2017 / 2020
Objectives 2019	• Finalisation of negotiation of Civil Aviation Administration of China (CAAC)-EASA Technical Implementation Procedure (TIP) by Q2 2019 • Support to the European Commission for the finalisation of negotiation of EU-Japan BASA by Q3 2019 • Start of negotiation of Japan Civil Aviation Bureau (JCAB)-EASA TIP by Q4 2019
Risk (details c.f. Annex IV.8)	• Safety risk in case TIP does not include robust enough processes to ensure that confidence in foreign partners' safety system is maintained. • Economic risk for European Industry, if validation procedures included in TIP are not balanced and proportionate
Principal Funding Source	F&C

Overall Resources & Key Performance Indicators

	2019
Human Resources (FTEs) *	**27**
* For planning and reporting the above resources are allocated to the Agency's F&C financed activities.	

Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Typical processing times met	New KPI	New KPI	75%
Actual outsourced hours performed compared to target	New KPI	New KPI	90%
Applications received online	33%	35%	50%

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III.11 Transversal and Enabling Activities

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

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

Within the transversal and enabling activities domain, the Agency efforts are particularly focused on:

- **Efficiency Gains** through process adaptations and use of digital technologies, implement new services for internal stakeholders, reducing processing times, increasing transparency and generating efficiency across the organisation.
- Establishing the EASA **Innovation Cell**, which facilitates the identification of safety and regulatory challenges related to innovation, by involving staff and external innovation partners.
- Development of an operation centric, performance and risk based EU regulation framework for **Unmanned Aircraft Systems** (UAS), including safe integration of drones in all classes of airspace.
- Maintaining and updating **the European Central Question Bank**, used for theoretical examinations of commercial pilots and is an important safety tool, ensuring that pilots at European level have the appropriate knowledge and necessary competencies

Key Processes

III.11 – 2.1.4	Strategy and Safety Planning
Objectives 2019	• Security issues linked to safety are included in the EPAS by 2019 • Develop at least two strategies in new areas of activity for the Agency • Strengthen the internal and external understanding of the Agency's overall strategy through new communication actions on the topic • Monitor the implementation of the Agency strategies developed in 2018, and adapt these as required • Implementation of EPAS actions in 2019 improves at least 20% compared to 2018
Risk (details c.f. Annex IV.8)	• Failure to take account of emerging safety risks • Misalignment between business and Agency strategy, due to insufficient or falsely targeted communication
Principal Funding Source	Mix of EU Contribution and F&C

III.11 - 1.1.4	Business Programming, Reporting and Information management
Objectives 2019	• Simplification of programming cycle, incorporating feedback of Art. 62, BR evaluation • Refine Quarterly Reporting in accordance with management needs and lessons learned

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	• Align information management activities across EASA • Develop in cooperation with IT an Enterprise Architecture model in EASA's Business Process Modelling tool (ARIS)
Risk (details c.f. Annex IV.8)	• Outcome of EASA activities deviate from Business programming • Inadequate resource planning in individual domains due to planning errors • Failure to establish and maintain an integrated, consistent, efficient and top-down information/data management model/system • Failure to identify information owner or end-user correctly
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 3.2.1	Technical Training
Objectives 2019	• Replacement of certain conventional trainings by e-learning and competency-based training formats • Further harmonisation of training and assessment standards for aviation inspectors together with a subgroup of the Member States Advisory Body "The Common Training Initiative Group" to release common guidance material related to the training and assessment of aviation inspectors
Risk (details c.f. Annex IV.8)	• The training offer does not meet the (internal and external) prioritised stakeholders' needs • Lack of sufficiently qualified resources to develop and deliver the necessary training events
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 3.2.2	European Central Question Bank (ECQB)
Objectives 2019	• Release a new ECQB version based on the new syllabus for pilot training • Maintain the ECQB version under the old syllabus
Risk (details c.f. Annex IV.8)	• Leakage of the databank
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 4.1.1	Human Resources
Objectives 2019	• Extend development and mobility initiative across EASA, thereby facilitating cross-directorate transfers • Address challenges resulting from BREXIT and implement related mitigation measures by recruiting any needed replacements for departing UK nationals • Manage conflicts of interest within the Agency
Risk (details c.f. Annex IV.8)	• Failure to recruit sufficient and competent staff • Failure to manage the competences of staff members • Failure to manage situations, in which the Agency, its staff, consultants/contractors and/or external expert (i.e. NAA/QE staff)

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	have personal or professional interest, that compromise or might be perceived as compromising independence in decision-making
Principal Funding Source	Mix of EU Contribution and F&C

III.11 -2.2.1	Information Technology
Objectives 2019	• Finalise the revision of the IT technical roadmap to ensure the new business requirements resulting from the Basic Regulation 2018 (e.g. Repository) can be supported in a cost-efficient and consolidated manner • IT to start the implementation of the updated IT technical roadmap (e.g. data platform, user experience), stemming from the CORAL/CORAL+/digitalisation programme plan • Finalise digitalisation roadmap
Risk (details c.f. Annex IV.8)	Failure to define and implement Agency: • Digitalisation roadmap (in particular for the part defined by the Basic Regulation 2018) • Information/data management and architecture • Information Security Management policy and roadmap • Business Continuity framework and the related IT Disaster Recovery plan • Digital transformation of EASA Cost-effective IT outsourcing model
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 4.3.3	Implement budget
Objectives 2019	• Accomplish milestones in the “paperless finance” programme, via automation of identified processes • Achievement of the budget implementation targets
Risk (details c.f. Annex IV.8)	• The reduction of ex-ante verifications on financial transaction and other compliance processes, could lead to an increase risk of non-compliance findings from auditors (HR, Finance, IT, Corporate Services, Applications management)
Principal Funding Source	Mix of EU Contribution and F&C

III.11 – 4.2.1	Corporate Services
Objectives 2019	• Consolidate procurement strategy and re-tender most core services in facility and travel management to create a safe and efficient work environment • Finalise implementation of agreed post-occupancy survey results • Implement agreed improvement measures in the conference centre • Defend interest of the Agency against judicial claims brought against EASA by the project developer Hoch-Tief and the landlord CommerzReal
Risk (details c.f. Annex IV.8)	• Failure to identify, or failure to respond to health and safety legislation at the workplace and legal operator responsibilities • Access, timely and inadequate provision of travel security advice may impact health and safety of travellers

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	• Failure to achieve Service Level Agreements in the area of administrative and support services
Principal Funding Source	Mix of EU Contribution and F&C

III.11 - 6.2.1	Executive Directorate related processes
Objectives 2019	• Implement the Basic Regulation 2018, according to the roadmap validated by EASA MB in June 2018 • Setup an innovation network to foster a culture of innovation across EASA staff • Setup at least 2 task-forces to build innovation knowledge and capacity • Sign at least 3 innovation partnership agreements or memorandum of cooperation on innovation • Review and update the communication strategy in view of increasing EASA's visibility with the general public • Evaluate and decide on the implementation of the necessary cost efficiency measures, as identified in the F&C Regulation review process
Risk (details c.f. Annex IV.8)	• Lack of or inappropriate crisis response in aviation • Insufficient resources (funding or human capital) to effectively fulfil the Agency's tasks and implement the Basic Regulation 2018 • Lack of support from external stakeholders (member state, industry, European Commission) involved in the consultation and processing of deliverables related to the implementation of the Basic Regulation 2018 • Insufficient protection of information managed by the Agency, including third party information, to an adequate level of security • Insufficient management of Conflict of Interest within the Management Board
Principal Funding Source	Mix of EU Contribution and F&C

Key Projects

III.11 – 2.2.2	Repository of Information (Art.74)
Objectives 2019	• Draft specifications agreed with the Member States Task Force • Temporary solution in place for certain cases of exemptions and Unmanned Aircrafts registration, with limited access by Communications and IT department
Risk (details c.f. Annex IV.8)	• Failure to define, implement or maintain the future Repository of Information as defined in Article 74 Basic Regulation 2018
Principal Funding Source	Mix of EU Contribution and F&C

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III.11 - 5.2.1	Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts
Start / End	2017 / 2020
Objectives 2019	• Release of Notice of Proposed Amendments (NPA) supporting the Certified Category including the update or the creation of any necessary Commission Regulations related to airworthiness (Initial and continuing), operations and Remote Pilot Licences • Related to Repository of Information (Art.74) , interoperability of the UAS national registration systems
Risk (details c.f. Annex IV.8)	• Failure to federate Member States on a solution to support the interoperability of the UAS national registration systems • Failure to deliver NPA/Opinion on Certified Category with the appropriate level of quality and/or on-time due to unavailability of resources
Principal Funding Source	Mix of EU Contribution and F&C

III.11 - 6.2.2	Prepare EASA for BREXIT
Start / End	2017 / 2019
Objectives 2019	• Mitigate as much as possible the risk of disruption of aviation activities within EU27
Risk (details c.f. Annex IV.8)	• Potential disruption of aviation activities
Principal Funding Source	Mix of EU Contribution and F&C

Overall Resources & Key Performance Indicators

	2019
Human Resources (FTEs) *	**227**
* For planning and reporting the above resources are allocated to the Agency's Subsidy and F&C financed activities.	

Performance indicators

Indicator	Result 2017	Result H1 2018	Target 2019
Realised return on investment, compared to plan for IT projects	On track	n/a	100%
Technical training days per staff member per year	New KPI	New KPI	≥90%
Trainee satisfaction	New KPI	New KPI	≥3.8
For ECQB: number of newly developed questions and of reviewed existing questions per year	New KPI	New KPI	≥90%

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Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting)	100%	97.8%	≥98%
Non-occupancy duration (90 working days or fewer of vacant posts)	≤4.5 months	n/a	≤4.5 months
Turnover rate	1.6%	n/a	≤10%
Staff Engagement survey (biennial)	68% (2016)	n/a in 2018	>68%
Sick Leave (annually)	7.6 days	n/a	≤9 days
IT expanding services realisation	108%	Below target	≥100%
IT achievement of Service Level Agreement (SLA)	85%	91%	≥90%
Budget committed	99%	75%	99%
Carried over commitments	1%	0.4%	≤2.5%
Building cost per square-meter	415 EUR	427 EUR	472 EUR
Visitor satisfaction with in-house conference facilities	94% (New KPI)	n/a	>70%
Timely processing of mission claims	20.5 days	22 days	27 days
Corrective action closure rate of Audit findings	81%	100%	80%
Number of non-conformity against the ISO standards	0%	0%	0%

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IV Annexes

IV.1 Resource allocation per activity

		values in Euro	1st Amen. Budget 2018	Budget 2019	Draft Budget 2020	Envisaged 2021
Fees and Charges activities	Product Certification	Revenue	69,549,000	68,698,000	83,163,000	82,059,000
		Title 1	- 48,648,000	- 50,863,000	- 53,008,000	- 55,217,000
		Title 2	- 8,322,000	- 9,017,000	- 9,492,000	- 12,004,000
		title 3 NAA/QE	- 11,495,000	- 13,455,000	- 14,012,000	- 14,778,000
		Title 3	- 11,206,000	- 8,587,000	- 8,668,000	- 6,838,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 10,122,000**	**- 13,224,000**	**- 2,017,000**	**- 6,778,000**
	Organisation Approvals	Revenue	33,822,000	35,078,000	39,911,000	42,421,000
		Title 1	- 18,761,000	- 18,823,000	- 19,831,000	- 20,883,000
		Title 2	- 3,203,000	- 3,443,000	- 3,636,000	- 4,536,000
		title 3 NAA/QE	- 9,838,000	- 11,639,000	- 12,089,000	- 12,247,000
		Title 3	- 5,487,000	- 4,014,000	- 4,668,000	- 4,147,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 3,467,000**	**- 2,841,000**	**- 313,000**	**608,000**
		Reserve funding (Projects)	8,100,000	4,000,000	5,500,000	3,000,000
		Reserve adj	5,489,000	12,065,000	- 3,170,000	3,170,000
		Total F&C	-	-	-	-
Subsidy and other contributions		EU Subsidy	36,915,000	37,643,000	43,506,000	44,376,000
		third country contribution	1,973,000	2,066,000	2,388,000	2,436,000
		Other income	672,000	503,000	607,000	443,000
	Third Country Operators	Title 1	- 2,133,000	- 1,867,000	- 2,130,000	- 2,141,000
		Title 2	- 402,000	- 346,000	- 361,000	- 465,000
		Title 3	- 164,000	- 142,000	- 137,000	- 127,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 2,699,000**	**- 2,355,000**	**- 2,628,000**	**- 2,733,000**
	Standardisation	Title 1	- 7,995,000	- 9,080,000	- 9,742,000	- 10,540,000
		Title 2	- 1,540,000	- 1,790,000	- 1,871,000	- 2,367,000
		Title 3	- 1,477,000	- 921,000	- 2,447,000	- 775,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 11,012,000**	**- 11,791,000**	**- 14,060,000**	**- 13,682,000**
	EU Ramp Inspection	Title 1	- 530,000	- 818,000	- 818,000	- 638,000
		Title 2	- 187,000	- 112,000	- 118,000	- 152,000
		Title 3	- 491,000	- 54,000	- 50,000	- 44,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 1,208,000**	**- 984,000**	**- 986,000**	**- 834,000**
	Rulemaking	Title 1	- 8,768,000	- 9,548,000	- 10,297,000	- 10,766,000
		Title 2	- 1,951,000	- 1,904,000	- 1,990,000	- 2,548,000
		Title 3	- 1,045,000	- 1,042,000	- 1,600,000	- 1,067,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 11,764,000**	**- 12,494,000**	**- 13,887,000**	**- 14,381,000**
	Int'l Cooperation	Title 1	- 3,653,000	- 3,729,000	- 4,170,000	- 4,490,000
		Title 2	- 1,036,000	- 1,229,000	- 1,454,000	- 1,717,000
		Title 3	- 748,000	- 792,000	- 927,000	- 850,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 5,437,000**	**- 5,750,000**	**- 6,551,000**	**- 7,057,000**
	Safety Intelligence & Performance	Title 1	- 5,877,000	- 5,027,000	- 6,008,000	- 6,041,000
		Title 2	- 982,000	- 1,005,000	- 1,054,000	- 1,352,000
		Title 3	- 581,000	- 806,000	- 1,327,000	- 1,175,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 7,440,000**	**- 6,838,000**	**- 8,389,000**	**- 8,568,000**
		Total Subsidy and other contr.	-	-	-	-
		Grand-Total	-	-	-	-

Note: a) the table above does not include the Working Budget for the NAA/Qualified Entities (QE) budget line
b) the draft budget figures for 2020 and envisaged 2021 are indicative at this stage, depending on the outcome of the legislative process.

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IV.2 Human and Financial resources

Table 1.1: FTEs - allocated Activities

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

Allocated Activity	Budget 2019 FTE
Applicant Services	27
Transversal and Enabling Activities	227

Table 1.2: FTEs – Activities

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

F&C and Subsidy financed Activity	Budget 2019 FTE	Of which allocated FTE
Product certification	377	132
Organisation approvals	143	57
Third Country operators	18	4
Standardisation	70	17
EU ramp inspection program	5	1
Rulemaking	75	19
International cooperation	64	12
Safety intelligence & performance	58	12
Total	**810**	**254**

Table 2: Expenditure summary

Expenditure	2017	1st Am. Budget 2018	Budget 2019		Draft Budget 2020	
	Executed Budget	Commitment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	91,455,941	96,365,000	99,755,000	99,755,000	106,004,000	106,004,000
Title 2	16,556,419	17,622,000	18,846,000	18,846,000	19,976,000	19,976,000
Title 3	34,866,722	46,832,000	45,152,000	45,152,000	49,725,000	49,725,000
Title 4	7,737,101	-	-	-	-	-
Title 5	54,941,000	37,052,000	35,176,000	35,176,000	32,746,000	32,746,000
Total expenditure	**205,557,183**	**197,871,000**	**198,929,000**	**198,929,000**	**208,451,000**	**208,451,000**

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Table 3: detailed Expenditures by Title

EXPENDITURE	2017 Executed Budget	1st Am. Budget 2018	Budget 2019 Agency request	Draft Budget 2020 Agency request	VAR 2020/2019	Envisaged 2021
Title 1 Staff Expenditure	**91,455,941**	**96,365,000**	**99,755,000**	**106,004,000**	**106.3 %**	**110,716,000**
11 Salaries & allowances	77,463,959	81,361,000	83,795,000	89,759,000	107.1 %	94,799,000
- of which establishment plan posts	*71,195,149*	*74,310,000*	*76,805,000*	*82,113,000*	*106.9 %*	*86,520,000*
- of which external personnel	*6,268,809*	*7,051,000*	*6,990,000*	*7,646,000*	*109.4 %*	*8,279,000*
12 Expenditure relating to Staff recruitment	610,287	930,000	1,110,000	1,158,000	104.3 %	733,000
12b Employer's pension contributions	8,534,451	8,757,000	9,100,000	9,250,000	101.6 %	9,250,000
13 Mission expenses	-	-	-	-	-	-
14.1 Socio-medical infrastructure	121,081	370,000	377,000	384,000	101.9 %	391,000
15 Training	594,823	614,000	674,000	674,000	100.0 %	674,000
16 External Services	133,219	166,000	140,000	140,000	100.0 %	140,000
17 Receptions and events	68,691	82,000	102,000	92,000	90.2 %	92,000
14.2 Social welfare	3,929,430	4,085,000	4,457,000	4,547,000	102.0 %	4,637,000
Title 2 Infrastructure and operating expenditure	**16,556,419**	**17,622,000**	**18,846,000**	**19,976,000**	**106.0 %**	**25,142,000**
20 Rental of buildings and associated costs [1]	9,144,842	9,703,000	9,805,000	10,109,000	103.1 %	9,950,000
21 Information and communication technology	5,787,839	6,313,000	7,601,000	8,567,000	112.7 %	13,884,000
22 Movable property and associated costs	472,267	435,000	337,000	199,000	59.1 %	199,000
23 Current administrative expenditure	978,606	982,000	931,000	927,000	99.6 %	933,000
24 Postage / Telecommunications	172,865	189,000	172,000	174,000	101.2 %	176,000
25 Meeting expenses	-	-	-	-	-	-
26 Running costs in connection with operational activities	-	-	-	-	-	-
27 Information and publishing	-	-	-	-	-	-
28 Studies	-	-	-	-		-
Title 3 Operational expenditure	**34,866,722**	**46,832,000**	**45,152,000**	**49,725,000**	**110.1 %**	**46,047,000**
30 Certification activities	23,965,431	31,769,400	31,904,000	34,411,000	107.9 %	34,035,000
31 Standardisation activities	173,966	229,000	229,000	224,000	97.8 %	184,000
32 Development data base	1,517,763	1,400,000	934,000	1,650,000	176.7 %	1,595,000
33 Communication and publication	404,445	301,600	415,000	335,000	80.7 %	315,000
34 Meeting expenses	436,485	952,000	1,104,000	819,000	74.2 %	949,000
35 Translation and interpretation costs	39,842	66,000	58,000	58,000	100.0 %	43,000
36 Rule Making activities	1,201,636	1,797,000	1,299,000	2,949,000	227.0 %	934,000
37 Mission, entertainment and representation expenses	5,799,933	6,991,000	6,892,000	6,972,000	101.2 %	6,825,000
38 Technical training	655,560	886,000	970,000	1,040,000	107.2 %	950,000
39 ED and strategic activities	671,662	2,440,000	1,347,000	1,267,000	94.1 %	217,000
Title 4 Special Operation Programmes	**7,737,101**	**-**	**-**	**-**	**-**	**-**
Title 5 Other expenditures	**54,941,000**	**37,052,000**	**35,176,000**	**32,746,000**	**93.1 %**	**26,376,000**
50 Provisions	54,941,000	37,052,000	35,176,000	32,746,000	93.1 %	26,376,000
TOTAL EXPENDITURE	**205,557,183**	**197,871,000**	**198,929,000**	**208,451,000**	**104.8 %**	**208,281,000**

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Table 4: Revenue summary

Revenues	Actuals 2017	1st Am. Budget 2018	Budget 2019	Draft Budget 2020	Envisaged 2021
	Executed Budget	Revenues estimated by the agency	Revenues estimated by the agency	Revenues estimated by the agency	Revenues estimated by the agency
EU contribution	34,870,000	36,915,000	37,643,000	43,506,000	44,376,000
Other revenue	170,220,019	160,956,000	161,286,000	164,945,000	163,905,000
Total revenues	**205,090,019**	**197,871,000**	**198,929,000**	**208,451,000**	**208,281,000**

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Table 5: Revenue details by title

REVENUES	2017	1st Am. Budget 2018	Budget 2019	Draft Budget 2020	VAR	Envisaged 2021
	Executed Budget		As requested by the agency	As requested by the agency	2020/2019	
1 REVENUE FROM FEES AND CHARGES	**103,529,143**	**102,992,000**	**103,214,000**	**122,516,000**	**118.7 %**	**123,923,000**
2. EU CONTRIBUTION	**34,870,000**	**36,915,000**	**37,643,000**	**43,506,000**	**115.6 %**	**44,376,000**
of which Administrative (Title 1 and Title 2)	*31,841,000*	*32,709,000*	*34,125,000*	*37,436,000*	*109.7 %*	*40,585,000*
of which Operational (Title 3)	*3,029,000*	*4,206,000*	*3,518,000*	*6,070,000*	*172.5 %*	*3,791,000*
of which assigned revenues deriving from previous years' surpluses	- *1,655,169*	-	-	-	-	-
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	**2,145,843**	**1,973,000**	**2,066,000**	**2,388,000**	**115.6 %**	**2,436,000**
of which EFTA	*844,345*	*1,973,000*	*2,066,000*	*2,388,000*	*115.6 %*	*2,436,000*
of which Candidate Countries	-	-	-	-	-	-
4 OTHER CONTRIBUTIONS	**11,328,914**	**-**	**-**	**-**	**-**	**-**
- Of which additional EU funding stemming from ad hoc grants (FFR Art.7)	*5,109,911*	-	-	-	-	-
- Of which additional EU funding stemming from delegation agreements (FFR Art.8)	*6,219,003*	-	-	-	-	-
5 ADMINISTRATIVE OPERATIONS	**760,119**	**600,000**	**800,000**	**800,000**	**100.0 %**	**800,000**
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	**150,000**	**450,000**	**265,000**	**365,000**	**137.7 %**	**200,000**
7 CORRECTION OF BUDGETARY IMBALANCES	**52,306,000**	**54,941,000**	**54,941,000**	**38,876,000**	**94.0 %**	**36,546,000**
TOTAL REVENUES	**205,090,019**	**197,871,000**	**198,929,000**	**208,451,000**	**99.9 %**	**208,281,000**

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Table 6: Budget outturn and cancellation of appropriations

Budget outturn	2015	2016	2017
Reserve from the previous years' surplus (+)	43 046 283	59 964 997	52 306 520
Revenue actually received (+)	149 849 063	139 818 972	153 422 140
Payments made (-)	-121 165 218	-137 199 223	-139 668 275
Carryover of appropriations (-)	-83 742 572	-81 544 518	-87 727 448
Cancellation of appropriations carried over (+)	200 252	246 962	239 829
Adjustment for carryover of assigned revenue appropriation from previous year (+)	13 838 020	17 048 844	21 526 364
Exchange rate differences (+/-)	-29 117	8 797	-6 974
Adjustment for negative balance from previous year (-)			
TOTAL	1 996 711	-1 655 169	92 157

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IV.3 Staff population

Staff population		Actually filled as of 31.12.2017	Authorised under EU Budget 2018	Actually filled as of 31 12.2018	Authorised under EU Budget 2019	Envisaged[5] in 2020	Envisaged[9] in 2021
Officials	AD						
	AST						
	AST/SC						
TA	AD	552	557	547	562	566	566
	AST	121	123	118	118	114	114
	AST/SC						
Total		673	680	665	680	680	680
CA GFIV		26	36	23	36	36	36
CA GFIII		53	70	60	70	68	68
CA GFII						2	2
CA GFI							
Total		79	106	83	106	106	106
SNEs		18	24	19	24	24	24
Structural service providers							
GRAND TOTAL		770	810	767	810	810	810
External staff for occasional replacement		25 Interims					

NB: a) Actually filled posts 31.12.2017 includes offer letters sent
b) For reasons of job enrichment the Agency's organisational model does not isolate purely clerical tasks from more challenging ones. As a consequence, the staff population does not include any provision for AST/SC temporary agents or GF II contract agents.
c) During 2018 6 long term interims have been replaced by CA posts. In addition, the policy for recruiting interims is being revised to ensure that interims replace staff only on short to medium term leave or exceptionally to support specific programmes and/or projects. Their deployment will be closely monitored.

[5] Subject to validation as part of the EASA pilot case.

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Category and grade	Establishment plan in EU Budget 2017		Filled posts as of 31/12/2017		Modifications in year 2017 in application of flexibility rule		Establishment plan voted EU Budget 2018		Modifications in year 2018 in application of flexibility rule		Establishment plan in Draft Budget 2019 Request		Establishment plan 2020		Establishment plan 2021	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16						-		-		-		-		-		-
AD 15		1		1		-		1		1		1		1		1
AD 14		25		5		-		26		5		29		25		25
AD 13		32		7		-		33		7		36		33		33
AD 12		53		22		-		57		22		68		66		66
AD 11		76		46		-		81		43		86		88		88
AD 10		98		69		-		103		70		108		110		110
AD 9		117		104		-		119		121		115		120		120
DrAD 8		77		145		-		80		137		78		78		78
AD 7		52		83		-		44		75		30		32		32
AD 6		20		47		-		13		43		11		11		11
AD 5		1		23		-		-		23		-		2		2
Total AD		**552**		**552**		-		**557**		**547**		**562**		**566**		**566**
AST 11		-		-		-		-		-		-		-		-
AST 10		-		-		-		-		-		-		-		-
AST 9		1		-		-		1		0		1		1		1
AST 8		4		-		-		4		0		4		3		3
AST 7		14		1		-		13		2		12		11		11
AST 6		25		8		-		27		11		29		27		27
AST 5		33		30		-		34		36		30		30		30
AST 4		24		36		-		23		34		24		25		25
AST 3		16		25		-		17		21		16		15		15
AST 2		8		18		-		4		13		2		2		2
AST 1		1		3		-		-		1		-		-		-
Total AST		**126**		**121**		-		**123**		**118**		**118**		**114**		**114**
Total AST/SC										-						
TOTAL		**678**		**673**		-		**680**		**665**		**680**		**680**		**680**

NB: Actually filled posts 31.12.2017 includes offer letters sent

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IV.4 Human resources policies

IV.4.1 Recruitment policy

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

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

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

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

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

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

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IV.4.2 Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2016		How many staff members were promoted / reclassified in Year 2017*		Average number of years in grade of reclassified/promoted staff members **
	officials	TA	officials	TA	
AD 16	-		-	-	-
AD 15	-	-	-	-	-
AD 14	-	6	-	-	-
AD 13	-	10	-	-	-
AD 12	-	17	-	-	-
AD 11	-	30	-	-	-
AD 10	-	69	-	14	5.6
AD 9	-	93	-	11	4.7
AD 8	-	103	-	20	3.8
AD 7	-	113	-	28	4.0
AD 6	-	65	-	13	3.7
AD 5	-	9	-	2	5.6
Total AD	-	515	-	88	4.6
AST 11	-	-	-	-	-
AST 10	-	-	-	-	-
AST 9	-	-	-	-	-
AST 8	-	-	-	-	-
AST 7	-	1	-	-	-
AST 6	-	7	-	-	-
AST 5	-	18	-	1	5.0
AST 4	-	35	-	9	3.8
AST 3	-	40	-	9	4.0
AST 2	-	22	-	7	3.4
AST 1	-	9	-	2	5.3
Total AST	-	132	-	28	4.3
AST/SC1	-	-	-	-	-
AST/SC2	-	-	-	-	-
AST/SC3	-	-	-	-	-
AST/SC4	-	-	-	-	-
AST/SC5	-	-	-	-	-
AST/SC6	-	-	-	-	-
Total AST/SC	-	-	-	-	-
Total	-	647	-	116	4.4

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* The number shows the effective reclassifications until 31 December 2017 (including staff members proposed for reclassification in previous years, who fulfilled the third language requirement in 2017).
** The data shows the number of years in the grade between the award of the previous grade and effective reclassification (it includes a delay resulting from awaiting for the third language certificate to be obtained).

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2016	How many staff members were reclassified in 2017	Average number of years in grade of reclassified staff members
CA IV	18	-	-	-
	17	-	-	-
	16	-	-	-
	15	2	-	-
	14	15	3	4.4
	13	10	1	4.0
CA III	12	-	-	-
	11	6	-	-
	10	11	1	5.0
	9	21	5	3.8
	8	15	5	4.7
CA II	7	-	-	-
	6	-	-	-
	5	-	-	-
	4	-	-	-
CA I	3	-	-	-
	2	-	-	-
	1	-	-	-
Total		80	14	4.4

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

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

IV.4.3 Mobility policy

The Agency maximised its staffing plan and the Agency will have to increasingly rely on a "strategic" approach to internal mobility to ensure its future sustainable development. As part of the new "Strategic Workforce Planning" approach, a new staff and development policy was piloted in two directorates during 2017 and is being rolled out across the Agency during 2018. The new policy widens the scope of mobility and includes a more structured, comprehensive and forward looking approach to staff development, taking into account

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the Agency's business needs, strategic workforce planning, and the individual staff member's competencies and aspirations.

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

IV.4.4 Gender and geographical balance

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

	TA				TA Total	CA				Contract Agent Total	Gender total		Grand total
	AD		AST			FGIII		FGIV					
Nationality	F	M	F	M		F	M	F	M		F	M	
Austria	2	6	2		10					0	4	6	10
Belgium	2	18	7	4	31		1		1	2	9	24	33
Bulgaria	5	1	2		8				2	2	7	3	10
Croatia	1	1			2	1			1	2	2	2	4
Cyprus		2			2					0		2	2
Czech Republic	1	4			5					0	1	4	5
Denmark		5	1		6					0	1	5	6
Estonia	1				1			1		1	2		2
Finland	1	6	2		9					0	3	6	9
France	20	104	10	2	136	5	1			6	35	107	142
Germany	13	81	29	9	132	10	6	2	1	19	54	97	151
Greece	1	8	8	2	19	3	4		1	8	12	15	27
Hungary	2	3	3		8		2	1		3	6	5	11
Iceland	1	2			3					0	1	2	3
Ireland	2	8	2		12	1				1	5	8	13
Italy	8	67	8	2	85	1	1	1	2	5	18	72	90
Latvia		3	2		5					0	2	3	5
Lithuania		3			3					0		3	3
Norway		1			1					0		1	1
Poland	1	4	7		12	2	2		2	6	10	8	18
Portugal	5	6			11	1				1	6	6	12
Romania	6	12	3	1	22	5		2	3	10	16	16	32
Serbia								1		1	1		1
Slovakia	2	4			6					0	2	4	6
Slovenia		3			3			1		1	1	3	4
Spain	12	38	5		55	1	1	2	3	7	20	42	62
Sweden		4	2		6					0	2	4	6
The Netherlands	2	23	3		28					0	5	23	28
United Kingdom	5	27		2	34	1	3			4	6	32	38
Grand Total	**93**	**444**	**96**	**22**	**655**	**31**	**21**	**11**	**16**	**79**	**231**	**503**	**734**

NB: Gender and geographical balance of staff in house end of August 2018 excluding offer letters sent.

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As an equal opportunities employer the Agency has introduced a number of measures to address gender imbalance:

- EASA's 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. To promote the ambitions for the declaration the Agency has appointed a gender equality "champion" to identify best practices and propose actions to promote gender equality.
- Gender balance is taken into account as far as possible during selection procedures. EASA is systematically monitoring the gender distribution among applicants to its selection procedures. The data confirms that the specific technical labour market in which EASA operates is dominated by male applicants. This feature of the technical labour market makes it very difficult for EASA to achieve a balanced gender distribution across all grades.
- To further enhance the diversity of its workforce, the Agency particularly encourages applications from female candidates. In addition, and to the extent possible, selection panels include members from both genders.
- Favourable working conditions (e.g. maternity leave, part time working, flexi-leave and teleworking) were put in place, to help staff achieve an appropriate work-life balance.

IV.4.5 Schooling

There is no European School Type 2 in the Cologne area, however EASA signed service contracts with 6 international schools in the Cologne area and pays the school fees of children attending primary and secondary schools within the established ceilings of EUR 14.171,91 per child in primary school and EUR 17.218,16 per child in secondary school. These ceilings were established for the 2018-2019 school year and are revised on a yearly basis.

IV.4.6 HR Transformation

EASA is undertaking a review of HR services and the HR organisational structure. The objective is to ensure the efficient delivery of priority services, commensurate with the available resources. It is expected that the initiative will lead to a reorganisation of the HR Department, and closer cooperation with the operational directorates.

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IV.5 Buildings

	Name, location and type of building	Other Comment
Information to be provided per building:	Neue Direktion Köln, Konrad-Adenauer-Ufer 3, Cologne	
Surface area (in square metres) Of which office space Of which other spaces (e.g. archive, storage area)	22.958 22.077 881	
Annual rent (in EUR)	6.721.657	
Type and duration of rental contract	Rental period 01.07.2016-30.06.2036 with 2 months handover period (01.05.2016-30.06.2016)	
Host country grant or support	No	
Present value of the building	Not applicable	

In addition the Agency has an office in Brussels:

	Name, location and type of building	Other Comment
Information to be provided per building:	Avenue de Cortenbergh 100; 1040 Brussels	
Surface area (in square metres) Of which office space Of which non-office space	944,39 540,66 403,73	Non-office space consists of meeting rooms on level 0.
Annual rent (in EUR)	347.928	
Type and duration of rental contract	Rental 01.03.2012-28.02.2027	Due to possible early termination by each of the parties (clause included in the rental agreement) as of end Feb. 2021, dilapidations (one month rent) and removal costs are foreseen in 2020 and 2021.
Host country grant or support	No	
Present value of the building	Not applicable	

IV.6 Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
Brussels	12 months VAT free for certain types of purchases (electrical goods, furniture, car etc.) based on the same agreement between the European Commission and the Belgium Minister of Foreign Affairs	Access to the crèche / kindergarten, garderie post-scolaire and European Schools of the European institutions
In the absence of a European School in Cologne, EASA signed service contracts with international schools in the Cologne area	EASA is paying the school fees for children attending primary and secondary school in the international schools with which a service contract has been signed within the limit of a ceiling established per school year (EUR 14.171,91 for primary school and EUR 17.218,16 for secondary school for the school year 2018-2019)	
Agreement between EASA & KVB (the company offering public transport services in the Cologne area)	EASA staff members can benefit (as any other employees working for a company located in the Cologne area) from a cheaper price for the public transport season ticket. The cost of the season ticket is deducted on a monthly basis from the EASA employees' salaries who have subscribe via EASA for the public transport season ticket	

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IV.7 Evaluations

The Management Board agreed in December 2017 to commission an independent external evaluation of EASA, according to Art. 62 of its Basic Regulation. The evaluation was launched in 2018. The final report is anticipated for the first quarter 2019.

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IV.8 Risk register 2019

IV.8.1 Critical risks

Risk details								
No.	**Description, Potential cause(s) and Potential consequence(s)**	**Current control(s) in place**	**Likel. (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Decision & Action plan**	**Owner**	**Deadline**
III.2. – 2.1.1	Safety Intelligence and Performance: **Identification and mitigations of systemic safety issues** **Description:** Failure to identify and set priorities of systemic safety issues. Failure to respond to safety issues in a timely manner. **Potential cause(s):** - Information on potential safety issues not reaching the agency - Information on potential safety issues not being fed into the adequate internal process and/nor not reaching the appropriate persons - Untimely or inadequate decision making on actions required - Inadequate monitoring of actions implementation **Potential consequence(s):** Top safety issues not reaching the EPAS. Appropriate mitigations not put in place. Loss of confidence of EASA safety partners in the SRM. Exposure to legal action.	- Safety risk management process - Occurrence reporting, accident follow-up and safety re-commendations - Product and organisation oversight. - Standardisation - EPAS process, rulemaking, safety promotion - Data4Safety programme	M	C	H	**Decision:** Reduce **Actions:** - Continuous improvement of the Safety Risk Management process Continuous monitoring and improvement of the processes for occurrence reporting (refer to the follow-up of the IAS audit, and ongoing “IORS process improvement” internal project) - Continuous monitoring and improvement if required of the accident follow-up / safety recommendations process - Investment in the Data4Safety programme	SM.1 with support from SM.2 SM.1 with support from CT SM.1 SM.1	12/2019 12/2019 12/2019 12/2019

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Risk details								
No.	**Description, Potential cause(s) and Potential consequence(s)**	**Current control(s) in place**	**Likel. (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Decision & Action plan**	**Owner**	**Deadline**
III.11 - 6.2.1	Executive Directorate related processes: **Information Security** **Description:** Partial protection of information managed by the Agency, including third party information, to an adequate level of security. **Potential cause(s):** - Incomplete protection framework for third-party information handled within the Agency - Measures established only on Information Technology security, on-going implementation of a broader scope of Information Security - Lack of awareness of Agency staff on Information Security - Relevant stakeholders partially informed of roles and responsibilities for the prevention and correction measures related to Information Security **Potential consequence(s):** Possible **s**hort-term disruption. Additional delays implementing Work Programme. Reputational damage. Loss/leakage or manipulation/destruction of information. Financial damage. Political criticism and pressure.	- EASA Security Officer nominated - Information Security Cell chaired by the Chief Information Management Security Officer - Protection of privacy data established as per EDPS rules	H	C	H	**Decision:** Reduce **Actions**: - Implement Information Security roadmap following ExCom approval - Establish Information Security Risk Register for critical processes	ED.0 ED.0	12/2020 12/2018
III.6 – 3.1.4	Standardisation: monitor application of regulations and implementing rules: **Standardised safety level in Europe and associated Member States**	- Proactive Standardisation activities - Finding classification committee	H	S	H	**Decision:** Reduce **Actions**: - Expand the risk based Continuous Monitoring Approach (Reg. 628/2013) to ADR	FS.0	12/2017

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Risk details								
No.	**Description, Potential cause(s) and Potential consequence(s)**	**Current control(s) in place**	**Likel. (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Decision & Action plan**	**Owner**	**Deadline**
	Description: 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. **Potential cause(s):** - Lack of adequate resources - Implementation of new concepts (e.g. SMS, OSD, risk based oversight, etc.) **Potential consequence(s):** States cannot implement new rules. Rules do not apply in the same way across Europe. Major non-compliances remain undiscovered. Reputational damage. Legal damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders.	- More targeted standardisation activity (risk based Continuous Monitoring Approach) - (Pre-) infringement system with the European Commission - Improved continuous monitoring - Better IT tools - Confidential Safety reporting (CSR) - IORS				- Organise jointly (SM/FS/CT Directorates) thematic workshops for NAAs and industry to explain and discuss new Implementing Rules; - Provide Implementation Support to individual EASA Member States	FS.0	12/2017
III.10 – 4.3.1 III.11 – 4.2.1 III.11 – 4.1.1	Applicant relations, Information Technology, Human Resources, Corporate Services, Implement budget: **Description:** Failure to achieve Service Level Agreements in the area of administrative and support services, as e.g. **Potential cause(s):** - Lack of financial and/or human resources Access, timely and inadequate provision of travel security advice - Negative priorities established in the SPD	- European Commission travel security advice - De-prioritization of service areas (in agreement with the business) - Further outsourcing of activities (when budget is available)	H	S	H	**Decision:** Accept	Director's office (RS0)	31/12/2019

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Risk details								
No.	**Description, Potential cause(s) and Potential consequence(s)**	**Current control(s) in place**	**Likel. (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Decision & Action plan**	**Owner**	**Deadline**
III.11 – 4.3.3	**Potential consequence(s):** Applications delayed; Financial impact. Operational impact. Security impact (IT, building and travel). Reputational impact. Health and Safety of travellers							
III.11 – 2.2.2	Repository of Information (Art.74): **Description:** Failure to define, implement or maintain the future Repository of Information as defined in the Basic Regulation 2018. **Potential cause(s):** - Lack of human and/or financial resources within the Agency and/or the Member States - Unclear or not agreed business specifications between the Agency and the Member States - Unclear or lack of agreement between the Agency and the Member States to release the Opinion to EC - Interoperability issues due to the diversity of existing IT systems within the Agency and Member States - Non-compliance with Data Protection regulation - Unclear or not agreed technical requirements between the Agency and the Member States (security, access rights management, etc.) - Lack of integration with the future IT architecture within the Agency **Potential consequence(s):** The Agency, States and EC cannot exchange automated information. Potential non-compliance to rules. Reputational damage. Legal damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders.	None	H	S	H	**Decision:** Reduce **Actions:** Manage a Task Force with MS to ensure appropriate and agreed specifications Implement interim solution for critical areas: certain cases of exemptions and UAs registration - Involve Legal and DPO within the Task Force - Work closely with IT for future information management, architecture, security and building blocks	SM.0 SM.0/ED.2 SM.0/RS.2	30/06/2020 30/06/2020 31/12/2022

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Risk details								
No.	**Description, Potential cause(s) and Potential consequence(s)**	**Current control(s) in place**	**Likel. (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Decision & Action plan**	**Owner**	**Deadline**
III.11 – 5.2.1	Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts: **Description:** Failure to federate Member States on a solution to support the interoperability of the UAS national registration systems. **Potential cause(s):** - Unclear or not agreed business specifications between the Agency and the Member States - Unclear or not agreed technical requirements between the Agency and the Member States (security, access rights management, etc.) - Interoperability issues due to the diversity of existing IT systems within the Agency and Member States - Non-compliance with Data Protection regulation **Potential consequence(s):** The Agency, States and EC cannot exchange automated information. Potential non-compliance to rules. Reputational damage. Legal damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders.	None	H	S	H	**Decision:** Reduce **Actions:** - Manage a Task Force with MS to ensure appropriate and agreed specifications UAS registration - Involve Legal within the Task Force - Work closely with IT	ED.0/SM.0 ED.0/SM.0/ ED.2 ED.0/SM.0/ RS.2	30/06/2019 30/06/2019 30/06/2019
III.11 - 6.2.1	Executive Directorate related processes: **Crisis management** **Description:** Lack of or inappropriate crisis response in aviation. **Potential cause(s):** - Unpredictable external event (e.g. political, natural, financial)	- Crisis management preparation - Crisis cell - Participation in the European Crisis Control Group.	L	C	H	**Decision:** Reduce **Actions:** - Review and update the current crisis response plan - Ensure validation of the updated procedure by management	ED.1	12/2018 03/2019

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Risk details								
No.	**Description, Potential cause(s) and Potential consequence(s)**	**Current control(s) in place**	**Likel. (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Decision & Action plan**	**Owner**	**Deadline**
	Potential consequences(s): Aviation system total or partial breakdown. No or erroneous internal and/or external communication. Inappropriate perception of the situation. Reputational damage. Safety issues.					- Perform a new crisis exercise every 2 years		12/2019
III.3 - 1.1.2 III.3 – 3.1.1 III.3 - 1.1.3	Initial airworthiness and operational suitability, Continuing airworthiness and operational suitability, Certification related services: **Meeting the legal liability.** **Description:** the Agency or its staff is found guilty and/or civil/criminal liability is engaged. **Potential cause(s):** - Erroneous issue of a certificate/approval/authorisation, which the Agency is competent - Non-compliance with applicable certification basis - Inappropriate Certification Basis - Inadequate technical expertise - Unaddressed safety issues during the product life cycle of certification, validation, approval of flight conditions. - Unaddressed environmental issues at the time of certification, validation, - Lack of progress in the processing of Safety Recommendations - Non issuance of an Airworthiness Directive or insufficient corrective actions, inadequate compliance time specified by an Airworthiness Directive - Erroneous acceptance of alternative means of compliance to airworthiness directives **Potential consequence(s):** Financial damage. Reputational damage. Agency could be criticised. Staff members could be criticised and/or held liable. Staff	- Compliance with the EASA Integrated Management System, especially state-of-the art technical working procedures - Involvement of Legal Department - Separation of duties - Policy on sensitive functions - European Commission liability coverage - Recruitment of highly qualified staff - IORS - CSR - Chief Experts/PCMs and Senior Experts/PCMs matrix in place - Product Safety Boards for	L	C	H	**Decision:** Reduce - Create a certification monitoring process, also covering outsourced tasks	CT.7	31/12/2019

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Risk details								
No.	**Description, Potential cause(s) and Potential consequence(s)**	**Current control(s) in place**	**Likel. (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Decision & Action plan**	**Owner**	**Deadline**
	requested to stop working during court proceedings. Political criticism and pressure.	Continuing Airworthiness issues						
III.11 - 6.2.2	Prepare EASA for BREXIT : **Description:** Potential disruption of aviation activities **Potential cause(s):** Loss of mutual recognition of certificates (for products/ parts/ appliances and natural/ legal persons) **Potential consequence(s):** Grounding of aircraft		M	C	H	**Decision:** reduce - Work closely with the Commission/ TF50 to define appropriate mitigating measures. - Prepare EASA at best for British organisations' applications as Third Country. - Development of different scenarios anticipating different negotiations' outcomes.	ED.2	29/03/2019

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IV.8.2 Non-critical risks

Risk details		Assessment of the residual risk				Monitoring
No.	Description, Potential cause(s) and Potential consequence(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
III.11 - 6.2.1	Executive Directorate related processes: **Management of Conflict of Interest within the Management Board.** **Description:** Failure to manage situations, in which a MB member has personal or professional interest, that compromise the MB's or the MB Member's independence in decision-making or are perceived 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). **Potential cause(s):** - National interest of MB member(s) takes precedence over European Aviation interests - Policy on Conflict of Interest for MB members not adequately implemented/enforced **Potential consequence(s):** Political pressure. Delays in Planning documents (Work Programme, Budget, MSSP). Influence on voting procedures/candidates Additional unnecessary tasks/reports requested by the MB (triggered by the Member at stake) may distract away the Agency from core business (divert resources, increased workload, etc.). Reputational damage if the Discharge is not awarded. Financial cost	- Art. 33-37 BR (i.e. 34.1) - Code of Conduct adopted in December 2012 - Support by the Assessment Committee, the MB Secretariat and/or the Chairman of the MB	L	S	L	ED.0 & ED.2
III.11 - 6.2.1	Executive Directorate related processes: **Managing external communication.** **Description:** Ineffective message management. **Potential cause(s):** - Complexity of messages and/or situation - Wrong communication target - Uncertainty about EASA's role in relation to legal competence in some Member States	- Stakeholder satisfaction survey - Centralised communication - Communication monitoring - Communication Policy and internal work instructions - Centralised EASA web-site management	L	L	L	ED.1

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	- Political pressure - Insufficient information to present the complete picture **Potential consequence(s):** Relevance of EASA brought into question. Incorrect perception of EASA. Reputational damage. Legal damage.	- Ad hoc internal groups for specific events				
III.11 – 4.1.1	Human Resources: **Management of Conflict of Interest (CoI) within the Agency.** **Description:** Failure to manage situations, in which the Agency, its staff, consultants/contractors and/or external expert (i.e. NAA/QE staff) has personal or professional interest, that compromise independence in decision-making or are perceived or might be perceived as compromising such independence. **Potential cause(s):** - External experts (NAA/QE) have different points of view - Contractors/consultants have conflicting interests and/or pre-existing relationships/activities - Non awareness of CoI situations - Non-uniform policy on CoI of external experts **Potential consequence(s):** Delays in Work Programme. Distractions from core business. Demotivation of staff members. Increased workload. Diverted resources. Reputational damage. Safety issues. Financial cost.	- EASA Integrated Management System - Staff Regulations - HR - Finance & Procurement procedures/processes - Agency Code of Conduct - Trainings on CoI - Declarations of interest - Ethical committee with Rules of Procedure and assessment criteria	L	S	L	RS.1
III.2 - 1.1.1	European Big Data Programme – Data4Safety : **Availability of funding, willingness of safety data owners to join the programme and share the data (Scope: Data4Safety project)** **Description:** insufficient funding for the proof of concept phase and future phases; insufficient number of cooperative candidate members **Potential cause(s):** - EASA budget is not sufficient - Risk linked to the need to find external budgets - Lack of trust of potential members **Potential consequence(s):** failure of the project; Europe staying less advanced than other regions regarding safety data collection and analysis capabilities, and big data technologies	- Robust governance system for building of trust - Initiation of the proof of concept phase supported by an initial European Commission grant.	M	S	M	SM.1

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III.2. – 2.1.1	Safety Intelligence and Performance: **Quality of data and provision of analysis resources to complete the process development and analysis tasks** **Description:** inadequate quality or quantity of data, inadequate resources to support the safety analysis tasks required in particular for the management of systemic safety risks **Potential cause(s):** - Insufficient quantity of safety or exposure data - Insufficient quality of safety or exposure data - Insufficient safety analysis resources **Potential consequence(s):** Agency decision making processes not supported by quality safety analysis; potential for un-addressed or inadequately addressed safety issues	- Safety analysis process. - Safety risk management process - Network of Analysts - Implementation of Regulation 376/2014 - Implementation of Regulation 996/2010 - Close collaboration with information security officer - Launch of Information Security Management Project (ISM project) kicked-off in Sept 2017	M	S	M	SM.1 SM.1 SM.1 SM.1 RS.2
III.10 – 4.3.2	CORAL Programme: **CORAL does not achieve objective** **Description:** - Programme fails to achieve targets due to lack of clarity on objectives, resource shortages and/or weak stakeholder engagement. - Sensitive technical material and /or personal data is disclosed due to security breaches or mishandling of information (user error) - CORAL programme fails to deliver expected benefits **Potential cause(s):** - The constant evolution of the EASA environment forces the programme to constantly seek confirmation of the objectives. - The stakeholder engagement is highly dependent on objectives stability **Potential consequence(s):** - The Agency makes an investment that does not generates the expected benefits - The Agency is not able to follow industry digitalisation	- Weekly Digitalisation coordination meetings take place to verify the programme realisation - Constant reporting to the ExCom - Verification of the data handling by the DPO and the Information security manager - Programme implemented in tranches, after each there is a benefits realisation analysis	M	S	M	SM.2.2. CORAL Programme Manager

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	- The expected efficiency improvements are not met.					
III.2 - 6.1.1	Research Strategy: **Insufficient funding of the Research Strategy** **Description:** the agency does not access, directly or indirectly enough funding to fund to support its research needs or to support the effort to be undertaken to support other stakeholders' research activity. **Potential cause(s):** - Insufficient subsidy budget - Insufficient indirect access to EU research funding - Inadequate legal tools for supporting the agency's involvement in research projects **Potential consequence(s):** Inability to implement the research strategy or to tackle certain complex unforeseen in service issues in a timely manner.	- The ERC actively supports the steering and monitoring of the relevant research activities and makes recommendations which ensure the efficient allocation of resources - Deployment of F&C reserve to finance research projects - Negotiation of grants and other agreements	L	S	L	SM.1
III.2. – 2.1.2	Safety Promotion: **Safety Promotion fails to have the planned impact** **Description:** EASA spends time creating material that does not reach it's intended audience and EASA's Safety Promotion material does not provide the information needed by stakeholders and is there for of limited value and benefit in raising awareness of safety risks. **Potential cause(s):** - Promotion of deliverables is not suitable for the intended audience and EASA website is not able to provide information in a format that makes information easy to find. - Insufficient funding and resources for the implementation of the Safety Promotion Plan. - The technical content of material does not meet the needs of stakeholders. **Potential consequence(s):** The EASA system staying less advanced than others regarding the implementation of effective safety promotion. Limited impact of safety promotion material and actions to control safety risks.	- Safety Promotion has clear planning through the EPAS and Safety Promotion Plan that identified the intended audience of all deliverables and the methods of communications - Safety Promotion is a core process in the EASA Integrated Management System and therefore subject to internal and external audits - Working together with stakeholders in Safety Promotion networks and initiatives	L	L	L	SM.1.3

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III.2. – 2.1.2	Safety Promotion: **Inadequate planning and preparation** **Description:** Lack of preparation for potential negative feelings towards specific Safety Promotion activities that reduces the credibility of the EASA system as leading safety promotion actor. **Potential cause(s):** - Insufficient planning and consideration of potential negative factors. - Lack of technical and social engineering competences, resulting in poor safety promotion material and actions. **Potential consequence(s):** Loss of EASA image and credibility as lead safety promotion actor in Europe and worldwide. Safety Promotion programming as part of the EPAS and Safety Promotion Plan considers the potential risk of deliverables.	- Safety Promotion deliverables have pre-prepared responses to anticipated issues - Safety Promotion is subject to Impact Assessment and Evaluation - Working together with stakeholders in Safety Promotion networks and initiatives	L	L	L	SM.1.3
III.11 - 1.1.4	Business Programming, Reporting and Information management: **Reality deviates significantly from plan** **Description:** outcome of EASA activities deviates from Business programming, as resource requirements were estimated incorrectly, hence leading to binding restrictions in certain areas of activity. **Potential cause:** - Lack of experience in estimating accurate workload - Lack of care - Wrong assumptions **Potential consequence(s):** Delayed publication of documents, delayed freeing of funds.	- Comparison of received data with historic values - Workshops at operational level - Review of planning document at top-management level - As of 2017 quarterly review meetings to track the Agency's performance	L	L	L	SM.2
II.11 - 1.1.4	Business Programming, Reporting and Information management: **Identification of information owner or end-user** **Description:** Failure to identify information owner or end-user correctly. **Potential cause:** - Data can be created via a multitude of processes, not all of them secure - Accountability for data-quality not agreed upon	- Recent creation of the Information Management Team	M	L	M	SM.2

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	Potential consequence(s): data driven decisions are based on old or inaccurate information.					
III.11 – 4.1.1	Human Resources: **Recruitment and retention of sufficient and competent staff.** **Description:** failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members. **Potential cause(s):** - Unavailability on the market and competition with industry - Language barriers - Non motivation of candidates (expatriation, Cologne, reward package, lack of seat agreement...) - Lack of funding - Restriction by EU Budgetary Authority on numbers for a significant duration in time (both subsidy and F&C staff) - No competence framework in place, including IT application - No retention of skills that are demonstrated by licenses in place - Unforeseeable impact of "hard" Brexit, with leave of an extensive number of British experts **Potential consequence(s): Insufficient resources to identify and rectify safety issues.** Delays in achieving Agency objectives/tasks. Interruption of critical services. Loss of licenses and know-how. Overload on staff members in place. Best candidates go elsewhere. Safety issues. Delay in recruitment. Difficulty to keep abreast with technology. False signal to budgetary authorities if recruitments are delayed Issue of certificate/approval based on inaccurate or incorrect information. Safety compromised. Reputational damage. Legal and financial damage.	- Recruitment procedures - Assessment Centre - Planning process (BP/WP/Staff Policy Plan/Budget) - Annual general training and technical training planning (training maps) - Policies on skills retention, internal mobility and high-level training	M	S	M	RS.1 with support of each Dir.
III.11 - 6.2.1	Executive Directorate related processes: **Insufficient documentation/information management system** **Description:** inappropriate or lack of documentation/information management system **Potential cause(s):** - Inappropriate or lack of Agency-wide policy on document management - Inappropriate or lack of implementation of Agency-wide policy on information security classification - Different methodologies and/or systems applied within the Agency to manage	- Approved Records management policy/procedure/Work Instruction - Data Protection Officer - ADONIS - Information security classification policy - EASA security officer	M	S	M	ED.1

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	documents - Lack of compliance with Regulation European Commission 1049/2001 - Different and non-compatible existing IT tools used to manage documents and records - Insufficient IT resources to implement the and maintain the system - Insufficient acceptance of the users to use a centralised document management system - Insufficient protection of the IT system from external attacks **Potential consequence(s):** Deficiencies in operations. Legal damage (stakeholders' complaints). Reputational damage. Decision-making on wrong information. Disclosure, leakage, damage or loss of confidential, sensitive information. Efficiency loss.	- Information Management Programme - SLA with OIB to manage paper archives				
III.11 - 6.2.1	Executive Directorate related processes: **Insufficient Agency resources.** **Description:** failure to have the right level of funding to support the activities of the Agency. **Potential cause(s):** - Increases in the remit of EASA by Basic Regulation 2018 - Additional competences but no need of additional resources recognised by European Commission **Potential consequence(s):** Safety issues. Financial issues. Increased workload. Diverted resources. Reputational damage Demotivation of staff members.	- Regular meetings with European Commission - Fees and charges monitoring and reporting - Fees & charges Regulation review - Monthly Finance Dashboard - Proper activity and resources planning and monitoring	M	S	M	ED.0
III.11 - 6.2.1	Executive Directorate related processes: **Insufficient support from external stakeholders** **Description:** failure to have the right level of support from member state, industry, European Commission. **Potential cause(s):** - Insufficient resources invested in showing the benefits of activities implemented - Conflicting interests and priorities at political level - Political pressure	- Stakeholders' management monitoring - Centralised communication with advisory bodies and other external parties - Ad hoc meetings with stakeholders	L	S	M	SM.2.2 with support of ED.0

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	Potential consequence(s): Relevance of EASA brought into question. Incorrect perception of EASA. Reputational damage. Legal damage (stakeholders' complaints). Demotivation of staff members.					
III.11 - 1.1.4	Business Programming, Reporting and Information management: **Business Continuity.** **Description:** failure in providing the capability to respond to incidents and business disruptions in order to continue business operations at an acceptable pre-defined level while protecting welfare and safety. **Potential cause(s):** - Business continuity plan, and IT disaster recovery and Building disaster recovery, recently defined and process rather new (since 2017). - Business continuity plan tested and exercised within a reduced audience (37 Participants). - Relevant stakeholders not sufficiently informed of roles and responsibilities in case of a disruption **Potential consequence(s):** Short-term disruption. Delays implementing Work Programme. Reputational damage. Loss of knowledge. Financial damage. Political criticism and pressure.	- Business Continuity Management governance, policy and Working Instructions in place and fully implemented during 2017 - Business Continuity Management and Business Continuity Plan process in place - Building security - Information Management Programme	L	S	L	SM.2.2 with support of RS.2 and RS.5
III.11 - 1.1.4	Business Programming, Reporting and Information management: **Disaster Recovery Plan** **Description:** Failure to implement a cost-effective and efficient Disaster Recovery (DR) plan, considering IT outsourcing strategy and business continuity framework at Agency level. **Potential cause(s):** - Business continuity framework established in 2017 at Agency level (not matured) - DR procedures not tested due to initial stage of the Agency business continuity framework - Proper security copy with duplicated servers at two different locations not yet implemented - Lack or inadequate consideration of IT outsourcing impact on DR plan, procedures and tests plan	- Business Continuity Management Plan and framework for critical processes in place - Back-up arrangements for critical IT applications are being worked. Technical specifications and data architecture define. Full implementation expected in first half of 2019	L	S	L	SM.2 RS.2

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	Potential consequence(s): no recovery in case of disaster. Financial impact. Operational impact. Reputational impact.					
III.11 - 2.2.1	Information Technology: **Sourcing IT to support the Agency's digitalisation roadmap** **Description:** Failure to support the implementation of the Agency's digitalisation roadmap as planned. **Potential cause(s):** - Lack of financial and/or human resources - Lack of IT team or Business buy-in - Unsuccessful completion of the necessary procurement procedures (new tenders will need to be issued) - Non interested suppliers - Higher costs than expected from suppliers - Higher costs than expected for the IT transition phase - Lack of internal competencies of the supported outsourcing model - Objection or delay from the business for refactoring existing applications - Unstable situation (cash and FTE, staff backups) during the transition phase - Impossible to outsource some legacy applications as a service **Potential consequence(s):** Financial impact. Administrative & financial burden. Decreased added value to the business. IT organisation impact (competence – size). IT security.	- EASA Digitalisation roadmap and governance - Review of the full Business-IT governance - If necessary a new organisation to support IT and data management transition	M	L	M	RS.2
III.10 – 3.2.3	NAAs & QEs outsourcing: **Management of external expertise (outsourcing).** **Description:** - Actual workload volumes and types diverge significantly from the baseline forecast - Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes - Bilateral agreements affect overall workload and impact NAA outsourcing strategy	- Outsourcing strategy - Strategic partnerships with NAAs - Framework contracts with qualified entities - Review of deliverables - Management of external experts conflicts of interest - Contract change control process - Active project monitoring	M	S	M	RS3 With support from CT/FS Process owners/RS3

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	Potential cause(s): - Lack of external experts - Lack of control over the work performed by external experts **Potential consequence(s):** Issue of certificate/approval based on inaccurate or incorrect information. Safety compromised. Reputational damage. Legal and financial damage. EASA unable to carry out other planned tasks in order to divert internal resources to these certification tasks.					
III.11 – 4.3.3	Implement budget: **Compliance** **Description**: the reduction of ex-ante verifications on financial transaction and other compliance processes, could lead to an increase risk of non-compliance findings from auditors (HR, Finance, IT, Corporate Services, Applications management). **Potential cause(s):** **-** Lack of financial and human resources - Negative priorities established in the SPD **Potential consequence(s):** findings from auditors with consequent delays in discharge from the Budgetary Authorities. Expected Financial impact. Operational impact. EASA image impact.	- Applicable implementing rules and regulation - Internal Audit service doing regular review on processes	M	S	M	RS.0
III.11 – 4.2.1	Corporate Services: **Description:** Failure to identify, or respond to health and safety legislation at the workplace and legal operator responsibilities. **Potential cause(s):** - Information on potential health & safety issues not being fed into the adequate internal process and/nor not reaching the appropriate persons - Lack of protection framework for EASA staff, third-party employees and visitors - Lack of awareness of Agency staff on applicable legislation at workplace - EASA staff & third party employees not sufficiently informed of, or trained on, roles and responsibilities for the safe operations and maintenance of the working environment **Potential consequence(s):** Exposure to legal action. Financial damage. Disruption and Delays in Delivering the service.	- FM Manager - Health & Security officer - Inter-departmental Health & Safety Network	M	S	M	RS.5

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III.5 – 3.1.5	Third-Country Operators Authorisation: **Description:** Failure to positively and timely identify and react to ICAO non-compliant TCO that operate in the EU. **Potential cause(s):** - False TCO compliance statements by TCO applicants - Unreliability or unavailability (breakdown) of TCO Web Interface software application. - Lack of cooperation on the part of applicants - Lack of TCO resources **Potential consequence(s):** Unmitigated safety hazards of TCO operating in Europe. Breach of regulatory requirement by the Agency. Financial and/or consequential damages for industry. Reputational damage for EASA. Political pressure on EASA.	- Terms of Use for TCO Web Interface; Ramp inspections; sampling during initial TCO assessment and CMP - Making use of IT reporting tools (BO) and automation to the extent possible - Monitoring of responsiveness of TCO applicants with prompting/reminding/consulting where required; negative decision & appeal procedure - TCO manpower calculation; MA Staffing Plan; SNE; internal Agency cross-servicing	L	L	L	FS.2
III.4 – 3.1.3	Organisation Approvals (OA): **risk-based approach** **Description:** difficulties in identifying, evaluating, and prioritising risks, leading to an incorrect allocation of resources and resulting in ineffective and inefficient oversight **Potential cause(s):** - Process not adequately organised - Insufficient competent team members - Difference of culture **Potential consequence(s):** Organisations/Operators non-compliant with Regulations. Safety issue on products ultimately. Undue refusal, limitation suspension and revocation. Reputational damage. Legal damage.	- Regulations - Procedures for Oversight of Organisations	M	S	M	FS.1, FS.2, FS.3, FS.4, CT.6
III.4 – 3.1.3	Organisation Approvals (OA): **implementation of the Basic Regulation 2018** **Description:** Processes and procedures adapted for the implementation of the Basic Regulation 2018 not timely developed and approved.	- Agency's Roadmap for the Implementation of the Basic Regulation 2018 as approved by the MB	L	S	M	FS 0 / FS 1 / FS 2 / FS 3 / FS 4

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	Potential cause(s): - Lack of resources - Insufficient competent team members **Potential consequence(s):** Economic loss due to organisations not being timely approved and overseen by the Agency. Reputational damage. Legal damage.					
III.4 – 3.1.3	Organisation Approvals (OA): **Bilateral agreements** **Description:** fragmented State-to-State agreements and working arrangements increasing complexity of the international approval system instead of holistic multilateral agreement approach such as a global recognition system through ICAO. Impact of bilateral agreements on NAA outsourcing strategy. **Potential cause(s):** - Process not adequately organised - Insufficient coordination and alignment with the stakeholders - Time and resources constraints - Difference of culture **Potential consequence(s):** Organisations/Operators non-compliant with Regulations. Safety issue on products ultimately. Reputational damage. Legal damage.	- For WAs: a dedicated process is in place to govern development of WA's (PR.BWA.00002-004). It specifically mandates that an impact assessment shall be performed - For BASA: a dedicated process is in place to govern development of BASA's (PR.BWA.00001-004). It specifically addresses confidence building activities and safeguard measures	L	S	L	FS.0 with the support from SM
III.8 – 1.2.3	ICAO cooperation: **Description:** Risk of European positions on aviation safety not taken into account and reflected properly. **Potential cause(s):** - Individual interests of Member States - Lack of coordination - Lack of knowledge and resources - Lack of awareness of potential consequences	- Coordination of ICAO State Letters (process PR.ICAO.00005-006) - IISC (Internal International Standards Committee) (work instruction: WI.IISC.00002-001) - Electronic Filing of Differences (process PR.ICAO.00017-001)	M	S	M	SM.3

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	Potential consequence(s): Loss of credibility of the European system; loss of influence on ICAO rulemaking processes; risk of SARPs/ICAO docs not aligned with EU rules and policies; inefficient use of resources.					
III.8 - 1.2.1 III.10 – 1.2.4	Bilateral agreements and working arrangements: (incl. current BASA negotiation projects with China and Japan) **Imbalance in BASAs and WAs** **Description:** Safety risk in case of deficiency in some foreign partners' safety systems. Risk of imbalance in BASAs and WAs, to the detriment of European Industry. **Potential cause(s):** - Lack of appropriate impact assessment - High political influence - Insufficient coordination and alignment with the European Commission and stakeholders - Time and resources constraints **Potential consequence(s):** Foreign products and/or services accepted under bilateral agreements do not fulfil European minimum standards and create safety hazards, with possible political/financial liability for EASA; imbalanced BASAs/WAs may result in loss of business opportunities for European industry in partner countries and/or competitive advantages of non-European industry.	- For WAs: a dedicated process is in place to govern development of WA's (PR.BWA.00002-004). It specifically mandates that an impact assessment shall be performed - For BASA: a dedicated process is in place to govern development of BASA's (PR.BWA.00001-004). It specifically addresses confidence building activities and safeguard measures	M	S	M	SM.3
III.8 - 1.2.2	Technical Support: **Failure to deliver projects to EC** **Description:** The Agency might not be in a position to deliver the projects to the Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability. **Potential cause(s):** - Lack of awareness of EU framework/regulations - Inappropriate planning - High administrative lead times and burden - Administrative constraints (e.g. contractual incompatibility) - Workload saturation / resource planning & availability - Lack of availability of EASA technical expertise - Lack of sub-contractor expertise or poor sub-contractor quality - Instability of partner actors - High turnover of key beneficiary personnel	- Coordination and planning of projects together with the Commission - Detailed financial and resources planning - Establishment of Governance Panel to streamline processes and involve all Agency players early in process - Close monitoring of contractor performance - Monitoring and communication with relevant stakeholders	M	S	M	SM.3

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	Potential consequence(s): Commission decision not to give future projects to EASA as the leading party (for projects within EASA's scope). Reputational damage in Europe and project area. Loss of influence in the international arena. Refund/payback project budget. Wasted efforts. Reduction/lack of earmarked funds to finance specifically hired contract agents.	- Well-structured project development and management.				
III.11 – 3.2.1	Technical Training: **Inadequate training offer** **Description:** the training offer does not meet the (internal and external) prioritised stakeholders' needs. **Potential cause(s):** - Training programmes have not been adequately established and maintained - Common approach to identify needs has not been followed-up appropriately - Training courses are not adequately checked on whether they address identified needs **Potential consequence(s):** staff may not perform to the required standard in terms of safety and efficiency; inadequate use of human and financial resources.	- Training programmes established on the level of job profiles and specific functions - Training provided based on an adopted annual training plan - Competency profiles being established by HR, Technical Training and operational Departments - CTIG is used to identify the training needs for aviation inspectors - Review of the training course offer from EASA and the Virtual Academy on a regular interval to verify that all prioritised needs are adequately addressed	M	S	M	SM.3
III.11 – 3.2.1	Technical Training: **Lack of Resources** **Description:** Lack of sufficiently qualified resources to develop and deliver the necessary training events. **Potential cause(s):** - Shortage of qualified developers within SM.3.3 - Shortage of qualified trainers from operational departments - Insufficient planning for resources at Agency level - Insufficient planning for training of staff - Insufficient planning of training course needs **Potential consequence(s):** Training needs cannot be adequately met; staff may not perform to the required standard in terms of safety and efficiency.	- Assessment of training needs on a regular basis - Advance planning and agreement with operational departments on their required contributions for course development and training delivery - Contracts with companies to secure external course development and trainer resources - Emphasis to be placed on training formats which need	M	S	M	SM.3

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		less trainer contributions, e.g., e-learning courses or blended courses				
III.11 – 3.2.2	European Central Question Bank (ECQB): **Leakage of the database** **Description:** Leakage of the database. **Potential cause(s):** - EASA servers or servers of Members States or their service providers are not sufficiently protected against cyber-attacks; - Processes for the protection of the databank are not sufficient - Involved persons are not aware that question of the databank shall not be shared **Potential consequence(s):** examinations do not provide a reliant result of the required knowledge of pilots	- Information leaflets on the protection of the databank - Contracts with Member States authorities outlining the responsibilities and accountabilities of Member States as regards the protection of the databank - IT security measures	M	S	M	SM3
III.9 – 5.1.1	Rules Development and Better Regulation: **Insufficient data processing** **Description:** Insufficient support from stakeholders to provide economic data to assess the effect of the new and existing regulation. Regulatory framework puts EU industry under a competitive disadvantage and jeopardises innovation. Insufficient resources to deal with an increase in the number of alternative means of compliance notifications leading to delay in the issuance of Agency recommendations, or resulting in increased number of erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact. Inadequate regulations 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 rules. **Potential cause(s):** - Lack of appropriate impact assessment (data and IT tools to perform impact assessments)	- Enlarged impact assessment team - Enlarged alternative means of compliance team - Advisory Bodies - Strengthen evaluation function - Add more flexibility to the regulatory framework in order to enable innovation	M	S	M	SM.2

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	- Insufficient coordination and alignment - Time and resources constraints - Confidentiality issues - Lack of understanding by NAAs & industry on the significance and need for economic data **Potential consequence(s):** Reputational damage. Legal damage; Sub-optimal choice of policy options based on qualitative justifications (instead of evidence-based justifications). Competency disadvantage for EU industry.					
III.7 – 1.2.5	Safety Assessment of Foreign Aircraft (SAFA) Coordination: **Alternative Means of Compliance and Handling of flexibility provisions to rules** **Description:** insufficient resources to deal with an increase in the number of notifications leading to delay in the issuance of Agency recommendations, or resulting in erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact. **Potential cause(s):** - Insufficient coordination and alignment - Time and resources constraints **Potential consequence(s):** Reputational damage. Legal damage. Safety issues. Financial issues.		M	S	M	FS.0
III.7 – 1.2.5	Safety Assessment of Foreign Aircraft (SAFA) Coordination: **Assess the adequacy of the rules through analysis of standardisation and Safety Assessment of Community Aircraft results, requests for flexibility provisions, alternative means of compliance, requests for interpretation, and other relevant information.** **Description:** failure to identify the inadequacies and negative effects in application of the rules. Insufficient support from stakeholders to provide economic data. **Potential cause(s):** - Insufficient coordination and alignment - Time and resources constraints - Unavailability of data **Potential consequence(s):** Reputational damage. Legal damage. Safety issues. Financial issues. Increased workload.	- Yearly report - Periodical analysis	L	L	L	FS.0 with support of SM.2

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III.7 – 1.2.5	Safety Assessment of Foreign Aircraft (SAFA) Coordination: **EU Ramp Inspection Programme Coordination** **Description:** incorrect analyses and erroneous decisions on enforcement actions towards operators. Regional (political) complications for States joining a European programme. **Potential cause(s):** - Insufficient resources to manage the growth - Unavailability of the Ramp Inspection Database (down-time) preventing Member States from exchanging safety information - Loss of data / data integrity - Impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to follow the programme standards **Potential consequence(s):** Reputational damage. Legal damage. Safety issues.	- Regulations - Documented procedures - Business Continuity Plan define	L	L	L	FS.2
III.11 – 2.1.4	Strategy and Safety Planning: **Description:** Failure to take account of emerging safety risks. Lack of alignment between business and Agency strategy, due to insufficient or falsely targeted communication. **Potential cause(s):** - Insufficient resources to manage the strategic planning and monitoring function - Lack of adequate tools/processes - Inadequate technical competencies in the fast changing and innovative aviation sector - Constraints imposed by the staff/financial regulations **Potential consequence(s):** Safety issues. Reputational damage. Financial issues. Increased workload.	- Robust Agency governance system - Safety analysis process/safety risk management process - Creation of new Agency bodies related to innovation/digitalisation	L	S	L	SM.2
III.6 - 5.2.2	Rulemaking related processes: **Uncoordinated development of standards leading to fragmented dLAP implementation** **Description:** Failure to coordinate at EU level while ICAO is opening the possibility to develop Electronic Licences might prevent EU States to benefit from this efficiency gain and might even generate isolated non-coordinated development at State level that will be harder to integrate in a EU position.	- dLAP Proof of Concept Project - Coordination established with CORAL and Art.74 development - Link with ICAO EPL TF	L	S	L	FS3

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	Potential cause(s): - Lack of EU driving force and financing to establish the dLAP Programme - Fast development at ICAO level with no EU involvement **Potential consequence(s):** Development of uncoordinated national digitalisation programmes. Fragmentation in the technical solution and mutual recognition with third countries. Duplication of efforts in the frame of the development of a central repository of licence as per Art 74 of Reg. (EU) 2018/1139.					
III.6 - 5.2.2	Rulemaking related processes: **Insufficient funding or development** **Description:** No financial support to develop the programme; no progress made of dLAP Project while ICAO Annex I is being developed. **Potential cause(s):** - Project stopped - Lack of resources and funding at EASA and MS partners level **Potential consequence(s):** Underdevelopment of the digitalisation in EU compared to other countries (China, UAE…); Potential contradiction with EU principles not identified on time. Rejection of ICAO Annex I amendments blocking the whole development.	- Funding by EASA on EU subsidies - Co-funding by dLAP PoC partners - dLAP Project governance	L	M	M	FS3
III.6 – 3.1.6	Implementation Support: **Capacity** **Description:** Requests for support from Member States exceeds internal capacity. **Potential cause(s):** - limited availability of EASA resources - Too many requests received and accepted **Potential consequence(s):** Inability to deliver Implementation Support as needed.	- Prioritisation via Executive Committee	L	L	L	FS.0
III.6 – 3.1.6	Implementation Support: **Effectiveness** **Description:** Implementation Support provided by the Agency does not enable a robust European Safety system.	- Project monitoring, which may trigger complementary measures (e.g. rulemaking, safety promotion)	L	S	M	FS.0

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	Potential cause(s): - Inability/unwillingness of NAAs to align to the EU aviation safety system - Insufficient staff - Insufficient qualification of NAA inspectors - Lack of political support **Potential consequence(s):** States cannot implement EU rules or rules are not applied in the same way across Europe. Industry criticism. Damage to Aviation Stakeholders.					
III.6 – 2.1.3	Cybersecurity in Aviation and Emerging Risks: **Failure to have the right level of funding:** **Description:** Lack of adequate funding for the Agency to develop the cybersecurity regulations in the appropriate timeframe, to properly develop ECCSA (European Centre for Cyber Security in Aviation) so it can become operational in 2020, and to provide adequate support to the Commission in matters of safety-related security issues. **Potential cause(s):** - Failure to convey the criticality of addressing the current and future cybersecurity risks affecting the European aviation system - Member States placing priority in their own interests, possibly feeling that any role played by EASA will affect their sovereignty on security matters **Potential consequence(s):** Delays in the implementation of essential elements of the EU Cybersecurity Strategy. Lack of adequate information sharing between industry and authorities, causing an increase of cybersecurity risks. Lack of common rules for organisations on how to manage cybersecurity risks, resulting in an insufficient and fragmented regulatory landscape. Inability to provide adequate support to the Commission of safety-related security issues.	**Applicable to both risks:** - Coordination of cybersecurity matters through the ESCP (European Strategic Coordination Platform), in order to give the appropriate visibility across all the affected EU Institutions, Agencies and Organisations, Stakeholders and Authorities - Continuous communication/coordination with all the affected services of the European Commission - Continuous communication with the Advisory Bodies of the Agency - Prioritization at the highest level within the Agency	M	S	M	FS.0. with support of SM.0 and ED.0

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III.6 – 2.1.3	Cybersecurity in Aviation and Emerging Risks: **Lack of support from Member States:** **Description:** Lack of support from the Member States to the role that should be played by EASA on safety-related security issues. **Potential cause(s):** - Member States feeling that any role played by EASA will affect their sovereignty on security matters **Potential consequence(s):** Impossibility or delay in the implementation of essential elements of the EU Cybersecurity Strategy.	Same as above, related to "Failure to have the right level of funding"	L	S	M	FS.0. with support of SM.0 and ED.0
III.4 – 3.1.3	Organisation Approvals (OA) : **Description:** Ineffective oversight of the organisation approvals activities may create safety issues on products. **Potential cause(s):** - Process not adequately organised - Insufficient competent team members - Difference of culture - Political situation preventing oversight exercise in non EU countries **Potential consequence(s):** Organisations non-compliant with Regulations. Safety issue on products ultimately. Undue refusal, limitation suspension and revocation. Reputational damage. Legal damage.	- Regulations - Procedures for Oversight of Organisations - Technical training - Control of Outsourcing	L	S	M	CT.6 and FS.0
III.11 – 5.2.1	Develop a risk based, operation centric EU regulatory framework for Unmanned Aircrafts: **Description:** Failure to deliver NPA/Opinion on Certified Category with the appropriate level of quality and/or on-time due to unavailability of resources. **Potential cause(s):** - Lack of financial and/or human resources - Negative priorities established in the SPD **Potential consequence(s):** Reputational damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders.	None	L	M	M	ED.0/CT.7

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III.6 – 3.3.1	F&C Regulation Review: **Non-optimal progress or outcome of the F&C Review** **Description:** Reviewed F&C Regulation does not bring the forecasted revenues. Reviewed F&C Regulation is partially difficult to implement. Regulation adoption process is delayed, postponed or stopped. **Potential cause(s):** - Study fails to correctly forecast industry activities - New concepts are introduced that in practice are difficult to apply or manage - Conflicting stakeholders' interests cannot be reconciled - Non optimal communication and story line - Strong Industry lobby **Potential consequence(s):** EASA's F&C priced activities are over- or under-priced. Heavy and resource consuming F&C management structure. Increase in complaints to be dealt with after adoption. Deficit on F&C activities cannot be absorbed by accumulated reserve, leading to delayed or cancelled activities.	- Strong governance in place for the F&C review project - High-level management group foreseen to monitor performance after entry into force - Review launched in 2018, when accumulated reserve was still significant - Stakeholder engagement	M	S	L	RS.0

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IV.9 Procurement plan 2019

The indicative 2019 Procurement Plan for Operational High Value (>144K€ respectively) Procurement Procedures is forecasted below. Please note that the table includes few procedures which were planned already for 2018 yet continue in 2019 with a budgetary impact in 2019/2020:

BUDGET LINE	CONTRACT SUBJECT/DESCRIPTION OF NEEDS	TYPE OF CONTRACT	NR OF CONTRACTS / PROCEDURES	ESTIMATED TOTAL CONTRACT VALUE	POTENTIAL 2019 BUDGET IMPACT	INDICATIVE TIMEFRAME *(LAUNCH)*	OBSERVATIONS	Already listed for Financing Decision in 2018 Y/N
BL 3600	Framework Service Contract for Support on Technical Issues associated with aviation emissions	FRAMEWORK CONTRACT	1	€ 1,500,000.00	€ -	Q2 2019		(blank)
BL3400	CT DOA Workshop*	DIRECT CONTRACT	1	€ 160,000.00	€ 160,000.00	Q2 2019	* Possible use of existing FWC also under consultation for implementation through SC.	(blank)
BL3300	Website Content management and user experience	FRAMEWORK CONTRACT	1	€ 1,000,000.00	€ 250,000.00	Q1 2019		N
BL3300	Corporate Video Production	FRAMEWORK CONTRACT	1	€ 800,000.00	€ 200.00	Q1 2019		N
BL 3600	Digital Licences for EU Aviation Pilots (dLAP)*	FRAMEWORK CONTRACT	1	€ 2,000,000.00	€ -	Q4 2019	* Possibly to embed in the scope of the Agency IT landscape contract.	N
BL 1173	Business Consultancy Services	FRAMEWORK CONTRACT	1	€ 7,000,000.00	€ 1,000,000.00	Q2 2019		N
2101, 3200, 3010, 1420_IT	Provision of external expertise and services on running and expanding the Agency's IT landscape, incl. specialised IT training	FRAMEWORK CONTRACT	1	€ 33,000,000.00	€ 5,000,000.00	Q1 2019		Y
3000	Engagement of qualified entities in various domains*	FRAMEWORK CONTRACT	5	€ 10,000,000.00	€ 2,000,000.00	Q1 2019	*Includes NP with CAA UK after PA's expiry/ Brexit	N
4200 & 3900	ECCAIRS 2.0 - Occurrence Reporting Platform (E2)	FRAMEWORK CONTRACT	1	€ 3,500,000.00	€ 1,650,000.00	Q1 2019		N
3010	Framework contract ASSESS II	FRAMEWORK CONTRACT	1	€ 1,200,000.00	€ -	Q2 2019		N
3010	Framework contract for Coral implementation	FRAMEWORK CONTRACT	1	€ 9,000,000.00	€ 2,500,000.00	Q1 2019		Y
BL 400.. & 3601	Services in support of EASA International Cooperation Activities - Accident Investigation (former Lot 3 - previously failed)	FRAMEWORK CONTRACT	1	€ 2,000,000.00	€ 500,000.00	Q1 2019		N
BL 400.. & 3601	Services in support of EASA International Cooperation Activities- AVIATION CONSULTING & TRAINING SERVICES	FRAMEWORK CONTRACT	1	€ 20,000,000.00	€ -	Q4 2019		N
BL 400.. & 3601	Services in support of EASA International Cooperation Activities- SERVICES RELATED TO OVERSIGHT AND OTHER AUTHORITIES	FRAMEWORK CONTRACT	1	€ 12,000,000.00	€ 3,000,000.00	Q1 2019		N
BL400._Corsia Africa	CORSIA Africa - Contractual setup with ICAO	FRAMEWORK CONTRACT	1			Q3 2019		N
3901	Strategy Consulting Services	FRAMEWORK CONTRACT	1	€ 5,000,000.00	€ -	Q4 2019		N
			20	€ 108,160,000.00	€ 16,060,200.00			

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Based on the indicative planning of the Agency's contractual needs for 2019 (for both administrative and operational activities), as well as the level of procurement related services requested over the last years, the volume and potential budgetary impact of the 2019 procurement activity is forecasted as follows:

TYPE OF PROCEDURE	ANTICIPATED VOLUME	FORECASTED 2019 BUDGETARY IMPACT
High Value Procedures (>144K €)	37	17.2 Mio.€
Middle and Low Value Procedures (1-144K €)	150	1.8 Mio. €
Framework Contract Implementation (Specific Contracts)	420	24 Mio. €
TOTAL	**607**	**43 Mio. €**

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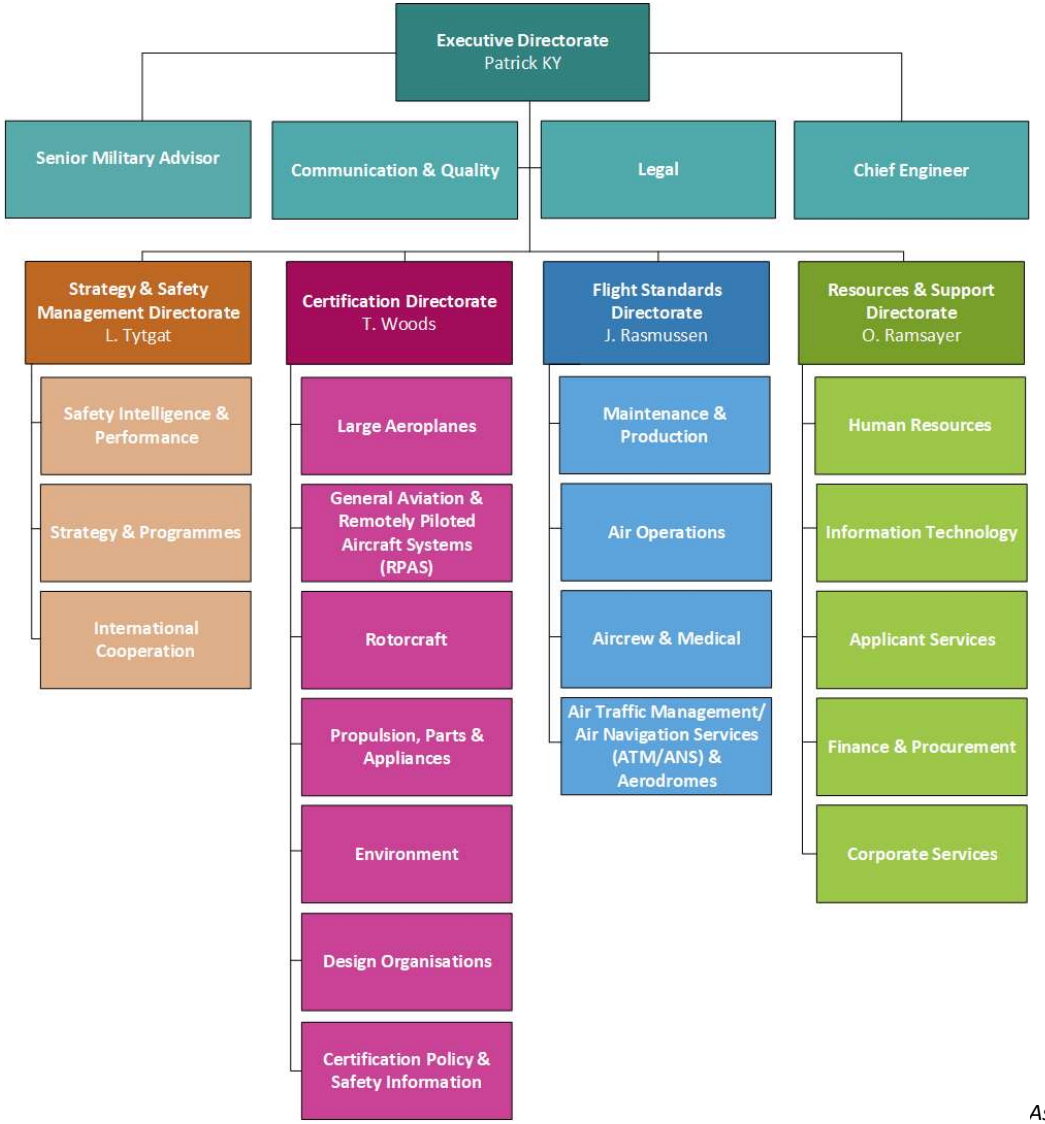
IV.10 Organisation chart



As of September 2018

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IV.11 Agency KPI dashboard

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

Value Creation Centre (profit centre)	Includes activities	Status
Safety Intelligence & Performance	Safety Intelligence and Performance Safety Promotion Research Cybersecurity in Aviation and Emerging Risks European Big Data Programme – Data4Safety	
Product Certification	Initial airworthiness and operational suitability Continuing airworthiness and operational suitability Certification related services	
Organisation Approvals	Design Organisation Approval Organisation Approvals	
Third Country Operators	Third Country Operators Authorisation	
Standardisation	Standardisation: monitor application of regulations and implementing rules	
EU Ramp Inspection Programme	EU Ramp Inspection Programme Coordination	
International Cooperation	Bilateral agreement and working arrangement Technical Support ICAO cooperation	
Rulemaking	Rules Development and Better Regulation	
Applicant Services	Applicant relations NAAs & QEs outsourcing F&C Regulation Review CORAL BASA negotiation projects China & Japan	
Transversal and Enabling Activities	Strategy and Safety Plan Business programming and reporting Technical Training Human Resources Information Technology Implement budget according to EU and EASA rules Corporate Services Executive Directorate related processes Develop a risk based, operation centric EU regulatory framework for UAs using performance based regulation principles, for the certified category	

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The status column will either be green, yellow, red or grey: depending on the aggregated information derived from the underlying KPIs. The status will be green, except for: **red**>30% of indicators red; **yellow**> 2 indicators red or >30% of indicators red/yellow; **grey** >50% of indicators not measurable.

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To determine if an individual indicator is on track, the following colour coding is applied: The status will be green, except for:
red>15% below target; **yellow**> 5% below target; **grey** if not measurable. The individual KPIs monitored by EASA and highlighted in section II are define as follows:

Safety Intelligence & Performance

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Timely processing of occurrence reports	Percentage of occurrence reports processed within five working days, whereas the average processing time is equal to or below 4	SM.1	2.1	82% 4.4 days	≥82% ≤5 days	≥82% ≤5 days
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	SM.1	2.1	98%	≥95%	≥95%
Timeliness to answer safety recommendations	% of first replies provided within 90 days	SM.1	2.1	100%	≥97.5%	≥97.5%
Productivity and Quality of Safety Analysis process	Number of safety analysis reports written and approved for publication by EASA Safety Committee (quality check), next to 'Annual Safety Review'	SM.1	2.1	5 items	≥4	≥4
Implementation Safety Promotion Programme	% of completion of the safety promotion programme	SM.1	2.1	56%	≥80%	≥80%
Safety Promotion Resource Engagement	The number of FTEs spent on safety promotion actions	SM.1	2.1	3 FTE	9.6 FTE	9.7 FTE
Proportion of safety promotion materials and actions jointly developed with stakeholders	Cooperation with Stakeholders proportion of safety promotion materials and actions jointly developed	SM.1	2.1	(75%) New KPI	≥50%	≥50%
Processing of requests for participation in external research projects	Percentage of external requests answered within two weeks	SM.0	6.1	New KPI	≥80%	≥80%
Timely execution of committed research projects	# research projects decided to be launched in N, towards the end of N-1 vs. # research projects launched in N	SM.0	6.1	100%	100%	100%

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Product Certification

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Initial Airworthiness (stakeholders) satisfaction rate (annually)	Yearly stakeholder feedback on completed certification tasks (Type Certificates (TC), Major Changes, Supplemental Type Certificate (STC) and European Technical Standard Order Authorisation (ETSOA) of the previous year.)	CT (cross-directorate)	1.1	78%	≥78%	≥78%
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	CT (cross-directorate)	1.1	92%	95-105%	95-105%
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	CT (cross-directorate)	3.1	5%	≤5%	≤5%
Continuing airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planed CAW hours (in the reporting period)	CT (cross-directorate)	3.1	95%	≥90%	≥90%
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	CT (cross-directorate)	3.1	118%	90-110%	90-110%
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. technical acceptance = start of investigation	CT (cross-directorate)	3.1	11.5 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	CT (cross-directorate)	1.1	53%	≥71%	≥71%

Organisation Approvals

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Timely approval of Design Organisation (DOA) continuation	Rate of 3rd year annual surveillance reports approved within 2 months after the due date	CT.6	3.1	82.4%	≥95%	≥95%
Timely initial approval of Organisation	Average lead-time between acceptance of the initial application for approval and issuance of the Approval compared to the targeted timeline	FS (cross-directorate)	3.1	On track	≥80%	≥80%
Timely approval of Organisation continuation	Rate of 2nd year continuation recommendations issued within 2 months after the due date	FS (cross-directorate)	3.1	On track	≥90%	≥95%
On time closure of Organisation Approvals (OA) findings	Ensure OA compliance with target dates: % of findings closed within the applicable deadlines. Deadlines are defined by the regulations and vary according to the findings	FS (cross-directorate)	3.1	93%	≥95%	≥95%

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Feedback on Organisation Approval process (yearly)	Implement a survey after the issuance of every initial approval and after every renewed approval (2 year cycle), to survey customer satisfaction with quality, responsiveness, timeliness and competence of EASA	FS (cross-directorate)	3.1	New KPI	≥75%	≥75%

Third Country Operators

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Authorised TCOs reviewed as planned	Rate of authorised TCOs due for periodic review actually processed	FS.2	3.1	New KPI	100%	100%
Timely validation/completion of Third Country Operator applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	FS.2	3.1	New KPI	≥80%	≥80%

Standardisation

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Efficient and robust Standardisation (yearly)	5% year-on-year decrease of the total number of findings raised against Regulations that have been applicable for more than 2 years	FS (cross-directorate)	3.1	-24%	≤-5%	≤-5%
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	FS (cross-directorate)	3.1	6.8%	≤20%	≤20%
Timely issuance of Standardisation reports	95% of standardisations report shall be issued 10 weeks after the standardisation visit	FS (cross-directorate)	3.1	89%	≥95%	≥95%

EU Ramp Inspection Programme

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Overall stakeholder satisfaction	Satisfaction rate from stakeholders regarding EASA responsiveness (from the stakeholder survey)	FS.2	1.2	New KPI	78%	78%
Downtime of Ramp Inspection Database	Continuous downtime of Ramp Inspection Database, due to Occurrences/maintenance may not exceed 3 calendar days	FS.2	1.2	New KPI	≤ 3 days	≤ 3 days

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International Cooperation

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Timely progression on Working Arrangements	% of WA's concluded/amended compared to annual planning	SM.3	1.2	100%	≥80%	≥85%
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	SM.3	1.2	100%	≥90%	≥90%
Timely implementation of technical support to 3rd countries	Implementation of the specific activities of the Work Plan	SM.3	1.2	81%	≥70%	≥75%
Quality of delivered projects based on stakeholder feedback	Average score of all completed feedback forms, on scale from 0 to 7, where 7 is the best score possible	SM.3	1.2	New KPI	≥5	≥5
Timely provision of recommendations on ICAO State Letters for use by Member States	% of State Letters recommendations provided on time	SM.3	1.2	97.7%	≥90%	≥90%
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	SM.3	1.2	≥ 9 months Heavily delayed	≤ 9 months	≤ 9 months

Rulemaking

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Timely Progress on Rulemaking Programme	Measures if number of publications for Opinions, Decisions and NPAs are in line with planned number of publications. a. Opinions planned vs actuals b. Decisions[6] planned vs actuals c. NPAs planned vs actuals	SM.2	5.1	New KPI	 ≥75% ≥75% ≥75%	 ≥80% ≥80% ≥80%
Rulemaking Process Efficiency	a. Average time with standard procedure b. Average time with Art.15/16	SM.2	5.1	3.9 years	≤3.5 ≤1.5	≤3.5 ≤1.5

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

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	c. Average time at the EC				≤2.0 years	≤2.0 years
Planned deliverables	Measures the number of projects leading to hard law RMTs: a. Term of Reference leading to Opinions b. Planned Opinions	SM.2	5.1	New KPI	 ≤ 7 ≤ 7	 ≤ 7 ≤ 7
Preliminary Impact Assessments Coverage	% of actions, newer than 2016, included in the safety programme were covered by a preliminary impact assessment	SM.2	5.1	90%	≥85%	≥95%
Impact Assessment Coverage	Ensure robust decision making process based on data-driven impact assessments: % of safety actions supported by an impact assessment	SM.2	5.1	74%	≥75%	≥80%
Regulation Quality	Consultation among stakeholders to determine satisfaction with EASA's published rules. % of 'satisfactory' replies compared total replies received	SM.2	5.1	94%	≥90%	≥95%
Timely answer to exemption requests (as defined by regulation)	Exemptions and derogations notifications are processed in a timely manner and subsequent safety recommendations ensure business continuity at appropriate safety levels	FS.0	3.1	91%	≥95%	≥95%

Applicant Services

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Typical processing times met	Measures the percentage of applications that are completed within the typical processing time communicated to the applicant (date of submission to date of issuance of certificate)	RS.3	3.2.3	New KPI	75%	80%
Actual outsourced hours performed compared to target	Measures the percentage of the workload allocated to national aviation authorities that is delivered within the period compared to the partnership targets	RS.3	3.2.3	New KPI	90%	95%
Applications received online	Measures the percentage of all applications submitted through the web portal	RS.3	3.2.3	33%	50%	80%

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Transversal and Enabling Activities

Name	Description	Responsible unit	Link to strategic statement	Actual Value 2017	Target 2019	Target 2020
Realised return on investment, compared to plan for IT projects	% of projects having realised at least their expected ROI, at the post-project review	SM.2	1.1	On track	100%	100%
Technical training days per staff member per year	Implementation of service targets as specified in the training plan	SM.3	3.2, 4	New KPI	≥90%	≥90%
Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	SM.3	3.2, 4	New KPI	≥ 3.8	≥ 3.8
For ECQB: number of newly developed questions and of reviewed existing questions per year	Number of questions actually newly developed, compared to the number of to-be questions to be newly developed, as defined in the work plan	SM.3	3.2	New KPI	≥90%	≥90%
Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting)	Ensure usage of Statutory Temporary Agent posts in line with ED directive	RS.1	4.1	100%	≥98%	≥98%
Non-occupancy duration	Ensure Rapid use of Temporary Agent posts (90 working days or fewer of vacant posts)	RS.1	4.1	≤4.5 months	≤4.5 months	≤4.5 months
Turnover rate	Number of statutory staff voluntary leaving the Agency, as a percentage of total statutory staff (yearly reporting)	RS.1	4.1	1.6%	≤10%	≤10%
Staff Engagement survey (biennial)	Staff Engagement measured by combining the responses to the questions: - I would recommend EASA as an employer to a friend or family member - I intend to still be working for the Agency in 12 months' time - I see myself having a long-term perspective at EASA - I am highly motivated in my current job - I go beyond what is normally required in my job for the Agency to succeed	ED.0	4.1	68% (2016)	>68%	n/a
Sick Leave (annually)	Annual average days of short term sick leave per staff member (yearly reporting)	RS.1	4.1	7.6 days	≤9 days	≤9 days
IT expanding services realisation	Compare the budget allocation between operational and organisational IT investments, with priority to the operational ones	RS.1	2.2	108%	≥100%	≥100%

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IT achievement of Service Level Agreement (SLA)		RS.2	2.2	85%	≥90%	≥90%
Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	RS.4	4.3	99%	99%	99%
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%.	RS.4	4.3	1%	≤ 2.5%	≤ 2.5%
Building cost per square-meter	Annual Neue Direktion Köln (NDK) building cost/m2 to be below the projected annual Köln Triangle (KT) building cost/m2 for the same year	RS.5	4.2	415 EUR	472 EUR	481 EUR
Visitor satisfaction with in-house conference facilities	Satisfaction as established via survey	RS.5	4.2	94% (New KPI)	70%	70%
Timely processing of mission claims	Average time taken by the travel management team to process mission claims from the time of receipt is lower than 30 days	RS.5	4.2	20.5 days	27 days	27 days
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	ED.0	6.2	81%	80%	85%
Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors	ED.1	6.2	0%	0%	0%

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IV.12 European Commission Assignments 2019-2021

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

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

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

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IV.12.1 (International) Technical Cooperation Projects:

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

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PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
EU CHINA: EU-China Aviation Partnership Project	FPI[3]	China	The overall objective is to complement and reinforce European aviation interests in China through increased and deepened EU-China aviation dialogues and technical cooperation/exchanges in the context of the EU's external aviation policy, thereby promoting the European aviation industry in a key growth market, contributing inter alia to a continued high level of aviation safety. The expected results are: (1) Dialogue deepened between Chinese and European Authorities on aviation matters. (2) Increased awareness among the Chinese aviation community, especially the Chinese administration, about European aviation expertise. (3) Reduced market access obstacles for European industry in China. (4) Improved environmental performance of the Chinese aviation sector.	DELEGATION	2015 - 2020	ONGOING	EUR 10m	38%
EU-SOUTH ASIA: EU-South Asia Aviation Partnership Project	FPI[3]	Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka.	The overall objective of the project is to contribute to the development of European aviation interests in South Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are: (1) Enhanced dialogue and institutional relations between South Asian and European Authorities in the field of civil aviation. (2) Increased technical exchanges between the South Asian and European aviation industries. (3) Reduction of barriers that impede market access and development for the European aviation industry in South Asia. (4) Improved environmental performance of the South Asian aviation sector.	DELEGATION	2016 – 2020	ONGOING	EUR 7.5m	29%

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PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
UKRAINE: EASA-SAAU Airworthiness Convergence project	DG-DEVCO[1] - EU DELEGATION TO UKRAINE	Ukraine	The overall objective of this project is to facilitate preparations for the implementation of the respective provisions stemming from the Common Aviation Area Agreement (CAA Agreement) between the EU and Ukraine, the Working Arrangement (WA) between the State Aviation Administration of Ukraine (SAAU) and EASA, as well as the Arrangement between SAAU and the European Commission (EC) with regard to the convergence of the Ukrainian initial and continuing airworthiness and maintenance certification system with the applicable EU requirements.	GRANT	2017 – 2020	ONGOING	EUR 1m	75%
ZAMBIA II	EU Delegation to Zambia / DG-DEVCO[1]	Zambia	The purpose of this project is to support the Civil Aviation Authority of Zambia under EDF11 Aviation Sector Support Programme.	DELEGATION	2017 – 2021	ONGOING	EUR 1.8m	41%
CAAT Support Project	Civil Aviation Authority of Thailand	Thailand	The objectives of this project are to support the Civil Aviation Authority of Thailand in resolving its safety oversight concerns and to assist its transition towards EU-based regulations.	SERVICE (Technical Advice Contract)	2017 – 2019	ONGOING	EUR 2.5m	35%

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PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
EU-SOUTH EAST ASIA: EU-South East Asia Aviation Partnership Project.	FPI[3]	ASEAN region[6]	The overall objective of the project is to contribute to the development of European aviation interests in South East Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are: (1) Greater convergence towards EU regulations and best practice. (2) A higher common level standard of safety and environmental protection. (3) Enhanced dialogue and stronger institutional links with key regional actors. (4) Greater market penetration by EU industry.	DELEGATION	2017- 2021	ONGOING	EUR 7.5m	29%
ARISE PLUS (AATIP II): ARISE Plus / ASEAN Air Transport Component	DG-DEVCO[1] – Delegation of the EU to Thailand	ASEAN region[6]	The overall objective of the project is to support the further development of the ASEAN Aviation Single Aviation Market (ASAM) and raise awareness. It should further strengthen the ASEAN Member State capacities and the national ASEAN Member State ATM systems by supporting development and implementation of an ASEAN Air Traffic Management Master Plan. This project will also address environmental protection issues, shall enhance the air transport market and will provide support for an EU/ASEAN comprehensive agreement.	DELEGATION	2017- 2021	ONGOING	EUR 5m	28%

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PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
EU LATIN AMERICA (LATAM): EU-Latin America Civil Aviation Project	FPI[3] - Delegation of the EU to Brazil	At bilateral level: Argentina, Brazil, Chile, Colombia and Mexico. At regional level: SRVSOP and ACSA to coordinate and disseminate the results to the whole region (South and Central America). Caribbean region may also be covered.	The overall objective of the project is to strengthen regulatory cooperation and to provide market access and a secure environment for economic partnership between the EU and Latin America in the domain of civil aviation. Objective 1: Dialogue deepened between Latin American and EU Authorities on aviation regulation and the environment, reduction of barriers (such as safety oversight problems or ATM capacity) that hamper business development between Latin America and the EU. Objective 2: Enhanced partnership between the Latin American and EU aviation industry. Objective 3: EU experience used to improve airport infrastructure and Air Traffic Management capacity at national and regional level. Objective 4: Development of long-term and sustainable cooperation and partnership between EU and Latin American educational institutions and the building of a sustainable platform for education programmes. Objective 5: Enhanced Latin America regional regulatory harmonisation process initiated under ACSA in Central America and SRVSOP in South America.	DELEGATION	2017-2021	ONGOING	EUR 7m	28%
EU-ASAP: EU-Africa Safety in Aviation Project	DG-DEVCO[1]	Sub-Saharan states[6]	The objective of this project is to support the sub-Saharan states in improving their implementation of ICAO safety standards through regulation development activities, training and workshop sessions. The programme also supports regional safety oversight organisations (RSOOs) in Africa.	DELEGATION	2019-2022	PLANNED	EUR 5m	32%

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PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
AfDB-ECCAS: PASTA-CO ECCAS	ECCAS[5] (Economic Community of Central African States)	ECCAS[5]	The overall objective of the project is to support the Regional Safety Oversight Organisation (RSOO) called ACSAC through assistance in: • Developing aviation safety regulations for the region, • Managing safety data and, • Delivering training to the regional and national experts. The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Project d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).	GRANT	2018- 2019	PLANNED	EUR 1.7m	45%
AfDB-WAEMU: PASTA-CO WAEMU	WAEMU (West Africa Economic and Monetary Union)	WAEMU	The objectives of the project are: (1) Provide initial/complementary training for regional/national inspectors. (2) Train the trainer and awareness raising of regional/national personnel in charge. The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).	GRANT	2018-2019	PLANNED	EUR 1.2m	48%
SAFETY LIST III: EU Safety List Service Framework Contract	DG-MOVE[4]	N/A	Provision of expertise and related technical assistance in the framework of Regulation (EC) No 2111/2005 on the establishment of a Union list of banned carriers subject to an operating ban within the Union and informing the air travelling public.	SERVICE	2017-2021	ONGOING	EUR 800k	50%
CEMAC 2: Assistance Programme for Commerce and Economic Integration	DG-MOVE[4]	ECCAS[5]	The CEMAC project is done in the framework of the "PACIE" (Assistance Programme for Commerce and Economic Integration) of the Central African States which aim is to ease their insertion into the world economy and promote the economic growth in order to reduce poverty. Within this framework, the overall objective of the CEMAC project is to contribute to the	DELEGATION	2019-2022	PLANNED	EUR 1.7m	30%

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PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
			prevention and the reduction of civil aviation incidents and accidents.					
IPA 4: EASA Programme on aviation safety 4	DG-NEAR[2]	Western Balkan Region & Turkey	Continuation of technical support and assistance in aviation for the WB countries and Turkey.	GRANT	2017- 2019	ONGOING	EUR 290k	81%
EUROMED 2	DG-NEAR[2]	Morocco, Algeria, Tunisia, (Libya), Egypt, Jordan, (Syria), Israel, Palestine and Lebanon	Encourage co-operation with the EU Aviation Safety Agency, improve regional co-operation in the field of civil aviation and the promotion of EU and international standards for aviation sustainability, safety, and security.	DELEGATION	2019-2022	PLANNED	EUR 3m	TBD
IPA 5	DG-NEAR[2]	Western Balkan Region & Turkey	Technical Support in the field of ATM/ANS	GRANT	2019-2022	PLANNED	EUR 700k	TBD
CORSIA AFRICA	DG-DEVCO[1]	Western/Central Africa: Benin, Burkina Faso, Ivory Coast, Gabon, Guinea Bissau, Mali, Mauritania, Niger, Nigeria, Senegal and Togo South/East Africa: Botswana, Comoros, Kenya, Madagascar, Tanzania and Zambia	Capacity building for CO2 mitigation from international aviation (Phase II) in Africa and the Caribbean.	DELEGATION	2019-2022	PLANNED	EUR 6.5m	TBD

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		Caribbean: Trinidad & Tobago, Barbados						
CORSIA ASEAN	FPI - Delegation of the EU to Thailand	Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam	EU-South East Asia Cooperation on mitigating Aviation Environmental and Climate Change Impacts from Civil Aviation (EU-SEA CCCA).	DELEGATION	2019-2022	PLANNED	EUR 4m	TBD

[1]**DG-DEVCO:** European Commission Directorate General for International Cooperation and Development
[2]**DG-NEAR:** European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations
[3]**FPI:** European Commission Service for Foreign Policy Instruments
[4]**DG-MOVE:** European Commission Directorate General for Mobility and Transport
[5]**ECCAS:** Economic Community of Central African States *(Gabon, Cameroon, the Central African Republic (CAR), Chad, Congo Brazzaville and Equatorial Guinea)*
[6]**ASEAN region:** Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.

IV.12.2 Safety Intelligence Projects:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
Data4Safety (D4S) programme	DG-MOVE[1]	Enhancing further aviation safety will require a massive collection of data coupled with the capacity to analyse them. Currently, the data and the analytical capacity are fragmented and scattered in the different organisations in Europe. The Data4Safety (or D4S) programme aims to take advantage of Big Data technologies to organise the collection of data and support their analysis as well as supporting European technologies and market leadership in civil aviation to enhance European know-how in Big Data technologies. Building on an independent feasibility study commissioned by EASA in 2015 this initial "proof	GRANT AGREEMENT	2017-2019	ONGOING	EUR 5m	0% *[The EUR 5m Grant towards the Data4Safety Programme will be utilised for external*

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PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		of concept" phase is planned to be executed to trial and prove at a practical level that the concept will work.					*support. EASA and its partners will contribute an additional EUR 6m]*
Data4Safety (D4S) programme	DG-MOVE[1]	2n Grant: additional funding to support the D4S programme: (ref commission implementing decision of 17.01.2018) - to expand the scope of safety data for the Big Data programme and - to develop ECCAIRS 2.0	GRANT AGREEMENT	2019-2021	PLANNED	EUR 5m	0%

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

IV.12.3 Research Projects:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
„SARAH" Project - EU R&D Programme 'Horizon 2020'	Consortium leader for EU grant awarded by INEA[1]	In the recent EU call for proposals to the 'Mobility and Growth' work-programme, part of the Union's Horizon 2020 framework programme, the European Commission has introduced a topic "addressing aviation safety challenges" for a total EU funding of 15M€. This call has been done in close collaboration with EASA and the proposals, which were submitted in January 2016, needed be consistent with the European Aviation Safety Plan (EPAS) and to include the explicit commitment from the European Union Aviation Safety Agency to assist or to participate in the actions. Such role for the Agency in H2020 call for proposal was agreed at the ExCom meeting on 11 Nov. 2015. Following the award of 3 projects by the European Commission's Innovation and Networks Executive Agency (INEA), in charge of the implementation of the work-programme, to the project consortiums: "SARAH": crashworthiness, numerical methods to demonstrate compliance to aircraft certification requirements. "EUNADICS": natural hazard impact management, crisis coordination for air transport.	COLLABORATION AGREEMENT	2017-2019	ONGOING	EUR 13k	100%
„EUNADICS" Project - EU R&D Programme 'Horizon 2020'			COLLABORATION AGREEMENT	2017-2019	ONGOING	EUR 13k	100%
„SAFECLOUD" Project - EU R&D Programme 'Horizon 2020'			COLLABORATION AGREEMENT	2017-2019	ONGOING	EUR 138k	100%

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PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		and "SAFECLOUD": safety hazard identification and analysis using big data technologies (emerging issues detection). a template of a Collaboration Agreement for the participation of the Agency as a 'third-party providing in-kind contribution against payment' has been developed.					
„RUMBLE" project	Consortium leader for EU grant awarded by INEA[1]	New standard for supersonic flight (noise limits).	COLLABORATION AGREEMENT	2017-2020	PLANNED	EUR 45k	100%
„MAHEPA" project	Consortium leader for EU grant awarded by INEA[1]	Modular Approach to Hybrid Electric Propulsion Architecture.	COLLABORATION AGREEMENT	2017-2021	ONGOING	EUR 250k	100%
„OPTICS2" project	INEA[1]	Observatory of safety and security research for aviation.	GRANT AGREEMENT	2017-2021	ONGOING	EUR 140k	100%
„ICARe" project	INEA[1]	Development of research cooperation platform for aviation with 3rd countries (US, China, Japan, Canada, Korea, Russia).	GRANT AGREEMENT	2017-2020	ONGOING	EUR 80k	100%
„Engage" project	SESAR JU[2]	Organisation of networking actions between research centres, industries and service providers to improve linkage between exploratory research and operational needs and transport policy.	GRANT AGREEMENT	2017-2021	ONGOING	EUR 37k	100%
REMAP	INEA	Develop an open-source solution for aircraft maintenance, the Integrated Fleet Health Management (IFHM) system by replacing fixed-interval inspections with adaptive condition-based interventions.	COLLABORATION AGREEMENT	2018-2021	Planned	EUR 45k	100%

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PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
ACASIAS	INEA	Reduction of energy consumption of future aircraft by improving aerodynamic performance and by facilitating the integration of novel efficient propulsion systems such as contra-rotating open rotor (CROR) engines.	COLLABORATION AGREEMENT	2017-2020	ONGOING	EUR 15k	100%
Music-haic	INEA	Develop of simulations tools for airframe / engine icing tests (ice crystals), which would be easier to configure and run permitting substantial gains in development costs and allowing more design choices to be explored and de-risked.	COLLABORATION AGREEMENT	2018-2022	PLANNED	EUR 22k	100%

[1]**INEA:** European Commission's Innovation and Networks Executive Agency
[2]**SESAR JU:** European Commission Executive Agency for Single European Sky ATM Research

IV.12.4 Environmental Protection:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
DG CLIMA technical and policy advice	DG-CLIMA[1]	Support for the development and adoption of the CORSIA package including providing technical advice and policy support to DG-CLIMA.	COOPERATION AGREEMENT (SERVICE CONTRACT)	MAR 2018-MAR2019	ONGOING	EUR 50k	100%
DG CLIMA technical and policy advice	DG-CLIMA[1]	Project Details under discussion pending final agreement.	COOPERATION AGREEMENT (SERVICE CONTRACT)	2019-2020	PLANNED	EUR 165k	100%

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

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IV.13 European plan for Aviation Safety 2019-2023

The European Plan for Aviation Safety 2019-2023 includes the rulemaking programme. For this plan, please refer to the EPAS 2019-2023.[7]

[7] EPAS is not formally part of the SPD. The Rulemaking Programme, contained in the EPAS, contributed to the resource allocation decisions taken by EASA. As the Rulemaking Programme is part of the EPAS, please refer to the EPAS for details on the Rulemaking Programme.

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IV.14 Summary Tables Budget 2019

The subsequent tables summarise the 2019 Budget.

Title Chapter Article Item	Heading	Budget 2019	Draft Budget 2019	1st Amending Budget 2018	Remarks
		Income	Income	Income	
1	**REVENUE FROM FEES AND CHARGES**				
10	REVENUE FROM FEES AND CHARGES				
100	Revenue from fees and charges	103,214,000	99,161,000	102,992,000	This appropriation concerns forecasted own revenue generated by Certification and Services provided by the Agency.
	Article 1 0 0 — Total	103,214,000	99,161,000	102,992,000	
	CHAPTER 1 0 — TOTAL	103,214,000	99,161,000	102,992,000	
	Title 1 — Total	**103,214,000**	**99,161,000**	**102,992,000**	
2	**EUROPEAN UNION SUBSIDY**				
20	EUROPEAN UNION SUBSIDY				
200	European Union subsidy	37,643,000	37,643,000	36,915,000	This appropiation concerns the revenue from the EU subsidy approved by the European Parliament. (Art. 120, Basic Regulation (2018/1139)
	Article 2 0 0 — Total	37,643,000	37,643,000	36,915,000	
	CHAPTER 2 0 — TOTAL	37,643,000	37,643,000	36,915,000	
	Title 2 — Total	**37,643,000**	**37,643,000**	**36,915,000**	
3	**THIRD COUNTRIES CONTRIBUTION**				
30	THIRD COUNTRIES CONTRIBUTION				
300	Third countries contribution	2,066,000	2,010,000	1,973,000	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 Comittee
	Article 3 0 0 — Total	2,066,000	2,010,000	1,973,000	
	CHAPTER 3 0 — TOTAL	2,066,000	2,010,000	1,973,000	
	Title 3 — Total	**2,066,000**	**2,010,000**	**1,973,000**	

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Title Chapter Article Item	Heading	Budget 2019	Draft Budget 2019	1st Amending Budget 2018	Remarks
		Income	Income	Income	
4	OTHER CONTRIBUTIONS				
40	OTHER CONTRIBUTIONS				
400	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant and Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated revenue for the financial year is € 3,317,000.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	
401	Technical Cooperation with Third Countries - Delegation Agreements	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Delegation Agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated revenue for the financial year of € 15,050,000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 1 — Total	p.m.	p.m.	p.m.	
403	Research Programmes	p.m.	p.m.	p.m.	This appropriation concerns the earmarked contributions and earmarked revenue from special research programmes from the European Commission. The estimated expenditure for the financial year is € 450,000.
	Article 4 0 3 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	
42	DATA FOR SAFETY PROGRAMME				
420	Data for Safety programme	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme).The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 5,000,000
	Article 4 2 0 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	
	Title 4 — Total	**p.m.**	**p.m.**	**p.m.**	

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Title Chapter Article Item	Heading	Budget 2019	Draft Budget 2019	1st Amending Budget 2018	Remarks
		Income	Income	Income	
5	ADMINISTRATIVE OPERATIONS				
50	ADMINISTRATIVE OPERATIONS				
500	Revenue from investments or loans, bank interest and other items	150,000	100,000	100,000	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	150,000	100,000	100,000	
501	Other administrative operations	650,000	500,000	500,000	This appropriation concerns the revenue from parking and job ticket costs reimbursed by the EASA staff members.
	Article 5 0 1 — Total	650,000	500,000	500,000	
	CHAPTER 5 0 — TOTAL	800,000	600,000	600,000	
	Title 5 — Total	**800,000**	**600,000**	**600,000**	
6	**REVENUE FROM SERVICES RENDERED AGAINST PAYMENT**				
60	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
600	Revenue from services rendered against payment	265,000	650,000	450,000	This appropriation concerns the revenue from services rendered against payment, including Standardisation visits.
	Article 600 - Total	265,000	650,000	450,000	
602	Technical Trainning	p.m.	p.m.	p.m.	This appropriation concerns revenue collected in the context of technical training services provided to national and international aviation authorities (e.g. training courses) and implementation of the legislation learning system (e.g. fees collected from e-examinations).
	Article 602 - Total	p.m.	p.m.	p.m.	
	CHAPTER 6 0 — TOTAL	265,000	650,000	450,000	
	Title 6 — Total	**265,000**	**650,000**	**450,000**	
7	**BUDGETARY CORRECTIONS**				
70	BUDGETARY CORRECTIONS				
701	Budgetary imbalance to be covered by additional income from budget line 200.	p.m.	p.m.	p.m.	This appropriation is intended for the deficit to be covered by additional income from line 200.
	Article 7 0 1 - Total	p.m.	p.m.	p.m.	
702	Accumulated Surplus on Fees and Charges Activities	54,941,000	38,717,000	54,941,000	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	54,941,000	38,717,000	54,941,000	
	CHAPTER 7 0 — TOTAL	54,941,000	38,717,000	54,941,000	
	Title 7 — Total	**54,941,000**	**38,717,000**	**54,941,000**	
	REVENUE GRAND TOTAL	**198,929,000**	**178,781,000**	**197,871,000**	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
1	**STAFF**							
11	STAFF IN ACTIVE EMPLOYMENT							
110	***Staff holding a post provided for in the establishment plan***							
1100	Basic salaries	55,916,000	55,916,000	57,483,000	57,483,000	53,783,000	53,783,000	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	6,438,000	6,438,000	6,792,000	6,792,000	6,475,000	6,475,000	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	8,342,000	8,342,000	8,835,000	8,835,000	8,355,000	8,355,000	Staff Regulations (Articles 62 and 69) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1103	Secretarial allowances	2,000	2,000	2,000	2,000	2,000	2,000	Staff Regulations (Article 18 of Annex XIII referring to the former Article 4a of Annex VII) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 0 — Total	70,698,000	70,698,000	73,112,000	73,112,000	68,615,000	68,615,000	
111	***Other staff***							
1110	Special Advisor	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the daily subsistence allowance applicable for Germany for each day of service of the special advisor. This appropriation may receive the appropriations corresponding to the assigned revenue.
1111	Secondment of national experts	1,120,000	1,120,000	1,042,000	1,042,000	1,017,000	1,017,000	This appropriation is intented 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)	600,000	600,000	1,230,000	1,230,000	1,270,000	1,270,000	To cover the costs for Temporary Assistance (interims). This appropriation may receive the appropriations corresponding to the assigned revenue.
1113	Contractual agents	4,738,000	4,738,000	4,734,000	4,734,000	4,517,000	4,517,000	To cover basic salaries and all benefits of Contractual agents in accordance with the provisions of the CEOS (Articles 92 to 105). This appropriation may receive the appropriations corresponding to the assigned revenue.
1114	Trainees	388,000	388,000	167,000	167,000	163,000	163,000	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	144,000	144,000	86,000	86,000	84,000	84,000	This budget line is used to pay the salary costs of local staff engaged in accordance with Article 4 of the CEOS. Local staff means staff engaged in places outside the EU according to local practice. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 1 — Total	6,990,000	6,990,000	7,259,000	7,259,000	7,051,000	7,051,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
113	***Employer's social security contributions***							
1130	Insurance against sickness	2,058,000	2,058,000	2,176,000	2,176,000	2,075,000	2,075,000	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	232,000	232,000	244,000	244,000	233,000	233,000	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	804,000	804,000	847,000	847,000	808,000	808,000	Article 28a of the CEOS. This appropriation may receive the appropriations corresponding to the assigned revenue.
1133	Constitution or maintenance of pension rights	9,100,000	9,100,000	9,188,000	9,188,000	8,757,000	8,757,000	Constitution or maintenance of pension rights. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 3 — Total	12,194,000	12,194,000	12,455,000	12,455,000	11,873,000	11,873,000	
114	***Miscellaneous allowances and grants***							
1140	Childbirth and death allowances and grants	5,000	5,000	5,000	5,000	5,000	5,000	Staff Regulations (Articles 74 and 75) applicable to Temporary Agents; CEOS (Article 29). This appropriation may receive the appropriations corresponding to the assigned revenue.
1141	Travel expenses for annual leave	1,006,000	1,006,000	990,000	990,000	966,000	966,000	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	499,000	499,000	411,000	411,000	401,000	401,000	Staff Regulations (Articles 5 and 23 of the Annex X 4a and 14b) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1143	Fixed duty allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Articles 56a), 56b), 56c) 14) applicable to Temporary Agents; CEOS (Article 16). This appropriation may receive the appropriations corresponding to the assigned revenue.
1144	Special Allowance for Accountants and Finance Officers	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Allowances for Accountant, Financial Officer and others. This appropriation may receive the appropriations corresponding to the assigned revenue.
1145	Other allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	CEOS (Articles 14 and 47(b)(ii)) compensation allowances for the Temporary Agents staff. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 4 — Total	1,510,000	1,510,000	1,406,000	1,406,000	1,372,000	1,372,000	
115	***Overtime***							
1150	Overtime & Stand-by duty	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulation (Articles 56 and 55) and CEOS (Articles 16 92) applicable to Temporary Agents and Contract Agents. This appropriation may receive the appropriations corresponding to the assigned revenue
	Article 1 1 5 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
117	***Supplementary services***							
1170	Translation costs of CDT	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover special translation and publication costs related to hiring Temporary Agent staff, charged by the Translation Centre for the Bodies of the European Union (CdT). This appropriation may receive the appropriations corresponding to the assigned revenue.
1171	Administrative Services of the Translation Centre	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of translation of Translation Centre. This appropriation may receive the appropriations corresponding to the assigned revenue.
1172	Administrative assistance from community institutions	896,000	896,000	879,000	879,000	832,000	832,000	This appropriation is intended to cover the costs of assistance received from the Pay Master's Office (PMO), for administering the salaries of the EASA staff members. This appropriation may receive the appropriations corresponding to the assigned revenue.
1173	External services	140,000	140,000	144,000	144,000	166,000	166,000	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	1,036,000	1,036,000	1,023,000	1,023,000	998,000	998,000	
119	***Salary weightings***							
1190	Salary weightings	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Article 64); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of salary weightings based on a corrective coefficient , applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1191	Adjustments to remuneration	607,000	607,000	384,000	384,000	375,000	375,000	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	607,000	607,000	384,000	384,000	375,000	375,000	
	CHAPTER 1 1 — TOTAL	93,035,000	93,035,000	95,639,000	95,639,000	90,284,000	90,284,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
12	EXPENDITURE RELATED TO RECRUITMENT							
120	***Miscellaneous expenditure on staff recruitment and transfer***							
1200	Miscellaneous expenditure on staff recruitment	239,000	239,000	147,000	147,000	143,000	143,000	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	41,000	41,000	23,000	23,000	22,000	22,000	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	316,000	316,000	386,000	386,000	377,000	377,000	Staff Regulations (Articles 71, 5 and 6 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 24).This appropriation is intended to cover the installation allowances for Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when they definitively cease their duties and settle elsewhere. This appropriation may receive the appropriations corresponding to the assigned revenue.
1203	Removal expenses	158,000	158,000	175,000	175,000	171,000	171,000	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	356,000	356,000	222,000	222,000	217,000	217,000	Staff Regulations (Articles 71, 10 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 25). This appropriation is intended to cover the daily subsistence allowances due to Temporary Agents and Contractual Agents able to prove that they were obliged to change their place of residence after taking up their duties, including transfer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 2 0 — Total	1,110,000	1,110,000	953,000	953,000	930,000	930,000	
	CHAPTER 1 2 — TOTAL	1,110,000	1,110,000	953,000	953,000	930,000	930,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
14	SOCIOMEDICAL INFRASTRUCTURE							
140	***Restaurants and canteens***							
1400	Restaurants and canteens	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of canteens for the staff of the Agency (N/A).
	Article 1 4 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
141	***Medical service***							
1410	Medical service	377,000	377,000	379,000	379,000	370,000	370,000	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	377,000	377,000	379,000	379,000	370,000	370,000	
142	***Language and other training***							
1420	Language and other training	674,000	674,000	629,000	629,000	614,000	614,000	This appropriation is intended to cover the costs of language and other training needs of the staff members of the Agency, including training visits, financial management training, IT Training, legal training, planning sessions, coaching, and personal effectiveness. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 2 — Total	674,000	674,000	629,000	629,000	614,000	614,000	
143	***Social welfare of staff***							
1430	Social welfare of staff	4,457,000	4,457,000	4,187,000	4,187,000	4,085,000	4,085,000	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	4,457,000	4,457,000	4,187,000	4,187,000	4,085,000	4,085,000	
144	***Special allowance for handicapped***							
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 44 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 1 4 — TOTAL	5,508,000	5,508,000	5,195,000	5,195,000	5,069,000	5,069,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
17	RECEPTION AND EVENTS							
170	***Reception and events***							
1700	Reception and events	102,000	102,000	82,000	82,000	82,000	82,000	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	102,000	102,000	82,000	82,000	82,000	82,000	
	CHAPTER 1 7 — TOTAL	102,000	102,000	82,000	82,000	82,000	82,000	
1	**Title 1 — Total**	**99,755,000**	**99,755,000**	**101,869,000**	**101,869,000**	**96,365,000**	**96,365,000**	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
2	**BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE**							
20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS							
200	***Rental costs***							
2000	Rental costs	7,967,000	7,967,000	8,000,000	8,000,000	7,761,000	7,761,000	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 200 — Total	7,967,000	7,967,000	8,000,000	8,000,000	7,761,000	7,761,000	
201	***Insurance***							
2010	Insurance	43,000	43,000	43,000	43,000	43,000	43,000	This appropriation is intended to cover the policy premiums for electronic insurance, furniture insurance, third party insurance in respect of the buildings or parts of buildings occupied by the Agency and their contents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 201 — Total	43,000	43,000	43,000	43,000	43,000	43,000	
203	***Cleaning and maintenance***							
2030	Cleaning and maintenance	337,000	337,000	337,000	337,000	330,000	330,000	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 203 — Total	337,000	337,000	337,000	337,000	330,000	330,000	
204	***Fitting-out of premises***							
2040	Fitting-out of premises	25,000	25,000	75,000	75,000	75,000	75,000	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 204 — Total	25,000	25,000	75,000	75,000	75,000	75,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
205	***Security and surveillance of buildings***							
2050	Security and surveillance of buildings	513,000	513,000	536,000	536,000	586,000	586,000	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	920,000	920,000	888,000	888,000	908,000	908,000	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	1,433,000	1,433,000	1,424,000	1,424,000	1,494,000	1,494,000	
	CHAPTER 2 0 — TOTAL	9,805,000	9,805,000	9,879,000	9,879,000	9,703,000	9,703,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
21	INFORMATION AND COMMUNICATION TECHNOLOGY							
210	***ICT equipment***							
2100	ICT equipment acquisition & maintenance	580,000	580,000	505,000	505,000	804,000	804,000	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	4,541,000	4,541,000	3,275,000	3,275,000	3,400,000	3,400,000	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	1,960,000	1,960,000	1,260,000	1,260,000	1,610,000	1,610,000	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	520,000	520,000	503,000	503,000	499,000	499,000	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	7,601,000	7,601,000	5,543,000	5,543,000	6,313,000	6,313,000	
	CHAPTER 2 1 — TOTAL	7,601,000	7,601,000	5,543,000	5,543,000	6,313,000	6,313,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
22	MOVABLE PROPERTY AND ASSOCIATED COSTS							
220	***Technical equipment and installations***							
2200	Technical equipment and installations	52,000	52,000	53,000	53,000	54,000	54,000	This appropriation is intended to cover the requirements of the Agency for soft furnishings, kitchen equipment and installations, including electrical cables and sockets, lamps, beamers, beamer lamps, camcorders, laser meters. This appropriation may receive the appropriations corresponding to the assigned revenue.
2203	Maintenance and repair of technical equipment and installations	34,000	34,000	65,000	65,000	64,000	64,000	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	86,000	86,000	118,000	118,000	118,000	118,000	
221	***Purchase of furniture***							
2210	Purchase of furniture	201,000	201,000	201,000	201,000	267,000	267,000	This appropriation is intended to cover the costs of purchase of furniture aiming at facilitating the official purposes of the Agency, including cupboards, furniture for office rooms, and whiteboards. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 1 — Total	201,000	201,000	201,000	201,000	267,000	267,000	
225	***Documentation and library expenditure***							
2252	Subscription to newspapers and periodicals	50,000	50,000	60,000	60,000	50,000	50,000	This appropriation is intended to cover the purchase of publications and subscriptions to information services necessary for the Agency's work. This includes books and other publications, newspapers, periodicals, official journals, online subscriptions. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 5 — Total	50,000	50,000	60,000	60,000	50,000	50,000	
	CHAPTER 2 2 — TOTAL	337,000	337,000	379,000	379,000	435,000	435,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
23	CURRENT ADMINISTRATIVE EXPENDITURE							
230	***Stationery and office supplies***							
2300	Stationery and office supplies	123,000	123,000	149,000	149,000	149,000	149,000	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	123,000	123,000	149,000	149,000	149,000	149,000	
232	***Financial charges***							
2320	Financial charges	56,000	56,000	56,000	56,000	56,000	56,000	This appropriation is intended to cover all finance related expenditure incurred by the Agency including: late interest, bank charges and all other financial services required for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2321	Other financial expenditure	92,000	92,000	92,000	92,000	92,000	92,000	This appropriation is intended to cover other finance related expenditure incurred by the Agency including: financial publications, subscriptions and fees, audit costs, finance related studies, etc . This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 2 — Total	148,000	148,000	148,000	148,000	148,000	148,000	
233	***Legal expenses***							
2330	Legal expenses	200,000	200,000	140,000	140,000	150,000	150,000	This appropriation is intended to cover legal expenses, including liability studies, external support for litigation and German Law, for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2331	Damage and interest	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover damage and interest incurred by the Agency in the management of its budget. This appropriation may receive the appropriations corresponding to the assigned revenue.
2332	Board of appeals	20,000	20,000	15,000	15,000	15,000	15,000	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	220,000	220,000	155,000	155,000	165,000	165,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
235	***Other operating expenditure***							
2350	Miscellaneous insurance	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the special insurance for the Agency's Accountant and the Imprest Account Holder. This appropriation may receive the appropriations corresponding to the assigned revenue.
2351	MB and other internal meetings	45,000	45,000	47,000	47,000	47,000	47,000	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	205,000	205,000	263,000	263,000	312,000	312,000	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	45,000	45,000	38,000	38,000	36,000	36,000	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	145,000	145,000	145,000	145,000	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	440,000	440,000	493,000	493,000	520,000	520,000	
	CHAPTER 2 3 — TOTAL	931,000	931,000	945,000	945,000	982,000	982,000	
24	POSTAGE AND TELECOMMUNICATIONS							
240	***Postage and delivery charges***							
2400	Postage and delivery charges	172,000	172,000	170,000	170,000	189,000	189,000	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	172,000	172,000	170,000	170,000	189,000	189,000	
	CHAPTER 2 4 — TOTAL	172,000	172,000	170,000	170,000	189,000	189,000	
2	**Title 2 — Total**	**18,846,000**	**18,846,000**	**16,916,000**	**16,916,000**	**17,622,000**	**17,622,000**	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
3	**OPERATIONAL EXPENDITURE**							
30	CERTIFICATION ACTIVITIES							
300	***Certification activities***							
3000	Outsourcing of certification activities	28,794,000	28,794,000	25,317,000	25,317,000	25,633,000	25,633,000	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	610,000	610,000	3,000	3,000	1,536,400	1,536,400	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	29,404,000	29,404,000	25,320,000	25,320,000	27,169,400	27,169,400	
301	***Special Fees & Charges programmes***							
3010	CORAL investment programme	2,500,000	2,500,000	2,300,000	2,300,000	4,600,000	4,600,000	Investment programme to establish a single digital backbone for the certification process. This line holds appropriations from assigned revenue associated with the costs of the programme, specifically (but not limited to) implementation consultancy work and application development.
	Article 3 0 1 — Total	2,500,000	2,500,000	2,300,000	2,300,000	4,600,000	4,600,000	
	CHAPTER 3 0 — TOTAL	31,904,000	31,904,000	27,620,000	27,620,000	31,769,400	31,769,400	
31	STANDARDISATION ACTIVITIES							
310	***Standardisation activities***							
3100	Standardisation inspection	160,000	160,000	159,000	159,000	159,000	159,000	This appropriation is intended to cover the expenses arising from the participation of national standardisation coordinators and of seconded personnel to Agency's Standardisation activities in the Member States and Associated States.
3101	Standardisation studies	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is to cover the costs of Standardisation studies carried out by the Agency, including a study to be commissioned to carry out performance optimisation of systems ensuring continuous monitoring of standardisation and approvals processes.
3102	Technical Library	69,000	69,000	70,000	70,000	70,000	70,000	This appropriation is to cover the costs of acquiring special technical publications and online databases or portals related to aviation such as technical standards, technical journals, and other technical publications such as guidance material, manuals etc. The technical library is addressed to the EASA experts, including a collection of electronic and hard copy publications kept in-house for consultation in carrying out the Agency's operational work. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 1 0 — Total	229,000	229,000	229,000	229,000	229,000	229,000	
	CHAPTER 3 1 — TOTAL	229,000	229,000	229,000	229,000	229,000	229,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
32	OPERATIONAL INFORMATION TECHNOLOGY							
320	***Operational applications***							
3200	Development of operational applications	934,000	934,000	780,000	780,000	1,400,000	1,400,000	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	934,000	934,000	780,000	780,000	1,400,000	1,400,000	
	CHAPTER 3 2 — TOTAL	934,000	934,000	780,000	780,000	1,400,000	1,400,000	
33	COMMUNICATION AND PUBLICATIONS							
330	***Communication and publications***							
3300	Communication and publications	415,000	415,000	290,000	290,000	301,600	301,600	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	415,000	415,000	290,000	290,000	301,600	301,600	
	CHAPTER 3 3 — TOTAL	415,000	415,000	290,000	290,000	301,600	301,600	
34	MEETING EXPENSES							
340	***Meeting expenses***							
3400	Organisation experts meeting	1,104,000	1,104,000	1,169,000	1,169,000	952,000	952,000	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 may receive the appropriations corresponding to the assigned revenue.
	Article 3 4 0 — Total	1,104,000	1,104,000	1,169,000	1,169,000	952,000	952,000	
	CHAPTER 3 4 — TOTAL	1,104,000	1,104,000	1,169,000	1,169,000	952,000	952,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
35	TRANSLATION AND INTERPRETATION COSTS							
350	***Translation and interpretation costs***							
3500	Translation of studies, reports and other working documents	58,000	58,000	66,000	66,000	66,000	66,000	This appropriation is intended to cover the costs of operational translations and publications of studies, reports, and other official working documents, including annual accounts, budgets, and activity reports, in the context of the official purposes of the Agency, charged by CdT, OPOCE and other translation centres. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 5 0 — Total	58,000	58,000	66,000	66,000	66,000	66,000	
	CHAPTER 3 5 — TOTAL	58,000	58,000	66,000	66,000	66,000	66,000	
36	RULEMAKING ACTIVITIES							
360	***Rulemaking activities***							
3600	Assistance to Rulemaking Activities	455,000	455,000	530,000	530,000	493,000	493,000	This appropriation is intended to cover the costs of the Agency's Rulemaking studies including the outsourcing to external experts in Rulemaking activities.
3601	International cooperation	344,000	344,000	304,000	304,000	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.
3602	Support to CAA Thailand	500,000	500,000	500,000	500,000	1,000,000	1,000,000	This appropriation is intended to cover the costs of the Agency's support to the civil aviation authority of Thailand. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 6 0 — Total	1,299,000	1,299,000	1,334,000	1,334,000	1,797,000	1,797,000	
	CHAPTER 3 6 — TOTAL	1,299,000	1,299,000	1,334,000	1,334,000	1,797,000	1,797,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
37	MISSION EXPENSES							
370	***Mission expenses***							
3700	Mission expenses, duty travel expenses and other ancillary expenditure	6,892,000	6,892,000	6,874,000	6,874,000	6,991,000	6,991,000	This appropriation is intended to cover mission expenses, travel insurance, expenditure on transport, payment of daily mission allowances, and of other ancillary or exceptional expenditure incurred by established staff of the Agency in the interest of the Service, in accordance with the provisions of the EASA Staff Regulations and the EASA Mission Guide. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 7 0 — Total	6,892,000	6,892,000	6,874,000	6,874,000	6,991,000	6,991,000	
	CHAPTER 3 7 — TOTAL	6,892,000	6,892,000	6,874,000	6,874,000	6,991,000	6,991,000	
38	TECHNICAL TRAINING							
380	***Technical training***							
3800	Technical training and Pilot training expenses	820,000	820,000	789,000	789,000	736,000	736,000	This appropriation is intended to cover the costs of technical training for the Agency's Operational Directorates, in the interest of the Service, including the outsourcing of activities and to cover the costs of Pilot Training and proficiency including associated costs such as examination, medical, equipment, administrative costs, and for other outsourcing and consultancy, etc. This appropriation may receive the appropriations corresponding to the assigned revenue.
3802	European Central Questions Bank	150,000	150,000	142,000	142,000	150,000	150,000	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	970,000	970,000	931,000	931,000	886,000	886,000	
	CHAPTER 3 8 — TOTAL	970,000	970,000	931,000	931,000	886,000	886,000	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
39	ED AND STRATEGIC ACTIVITIES							
390	***Ed and Strategic Activities***							
3900	Safety intelligence and performance	52,000	52,000	90,000	90,000	90,000	90,000	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.	100,000	100,000	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	80,000	80,000	3,000,000	3,000,000	1,000,000	1,000,000	This appropriation is intended to cover the costs of the Agency's research studies/projects relevant to aviation safety, as per the research plan. This appropriation may receive the appropriations corresponding to the assigned revenue.
3904	Data for Safety	1,000,000	1,000,000	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	50,000	50,000	80,000	80,000	100,000	100,000	This appropriation is intended to cover the costs related to the Aviation cyber security project studies and consultancy facilitating, promoting and improving its development. This appropriation may receive the appropriations corresponding to the assigned revenue.
3908	Safety Promotion	165,000	165,000	150,000	150,000	150,000	150,000	This appropriation is intended to cover the costs of safety promotion studies, material and consultancy and related activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 9 0 — Total	1,347,000	1,347,000	4,320,000	4,320,000	2,440,000	2,440,000	
	CHAPTER 3 9 — TOTAL	1,347,000	1,347,000	4,320,000	4,320,000	2,440,000	2,440,000	
3	**Title 3 — Total**	**45,152,000**	**45,152,000**	**43,613,000**	**43,613,000**	**46,832,000**	**46,832,000**	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
4	**SPECIAL OPERATIONS PROGRAMMES**							
40	TECHNICAL COOPERATION WITH THIRD COUNTRIES							
400	***Technical Cooperation with third countries***							
4000	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant & Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year is € 3,317,000
4001	Technical Cooperation with third countries - Delegation Agreements	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign delegation agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year of € 15,050,000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
41	RESEARCH PROGRAMMES							
410	***Research programmes***							
4100	Research programmes	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to earmarked revenue and it is intended to cover the costs of the Agency's research programmes relevant to aviation safety. The estimated expenditure for the financial year is € 450,000.
	Article 4 1 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 1 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	

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Title Chapter Article Item	Heading	Budget 2019		Draft Budget 2019		1st Amending Budget 2018		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
42	DATA FOR SAFETY PROGRAMME							
420	***Data for Safety Programme***							
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 € 5,000,000 financed by a Grant by DG Move.
	Article 4 2 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
43	SUPPORT ON IMPLEMENTING CLIMATE CHANGE MITIGATION MEASURES							
430	***Support on Implementing Climate Change Mitigation Measures***							
4300	Support on implementing Climate Change mitigation measures			p.m.	p.m.			This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement climate change mitigation measures, such as the ICAO global market based measures known as CORSIA. The Agency may sign Grant & Service Contracts with, inter alia, DG CLIMA and other DGs (e.g. DG MOVE). These appropriations are funded by external assigned revenue. The estimated expenditure for the 2017 financial year is € 0 financed by a cooperation agreement with DG CLIMA.
	Article 4 3 0 — Total	p.m.	p.m.	p.m.	p.m.			
	CHAPTER 4 3 — TOTAL	p.m.	p.m.	p.m.	p.m.			
4	**Title 4 — Total**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	
5	**OTHER EXPENDITURE**							
50	PROVISIONS							
500	***Accumulated Surplus on Fees and charges Activities***							
5000	Accumulated Surplus on Fees and charges Activities	35,176,000	35,176,000	16,383,000	16,383,000	37,052,000	37,052,000	This appropriation is intended to cover expenditure funded by assigned revenue from Fees & Charges.
	Article 5 0 0 — Total	35,176,000	35,176,000	16,383,000	16,383,000	37,052,000	37,052,000	
	CHAPTER 5 0 — TOTAL	35,176,000	35,176,000	16,383,000	16,383,000	37,052,000	37,052,000	
5	**Title 5 — Total**	**35,176,000**	**35,176,000**	**16,383,000**	**16,383,000**	**37,052,000**	**37,052,000**	
	COST GRAND TOTAL	**198,929,000**	**198,929,000**	**178,781,000**	**178,781,000**	**197,871,000**	**197,871,000**	

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Expenditure breakdown per activity

		values in Euro	Budget 2019
Fees and Charges activities	Product Certification	Revenue	68,698,000
		Title 1	- 50,863,000
		Title 2	- 9,017,000
		title 3 NAA/QE	- 13,455,000
		Title 3	- 8,587,000
		Title 4	p.m.
		Total	**- 13,224,000**
	Organisation Approvals	Revenue	35,078,000
		Title 1	- 18,823,000
		Title 2	- 3,443,000
		title 3 NAA/QE	- 11,639,000
		Title 3	- 4,014,000
		Title 4	p.m.
		Total	**- 2,841,000**
		Reserve funding (Projects)	4,000,000
		Reserve adj	12,065,000
		Total F&C	-
Subsidy and other contributions		EU Subsidy	37,643,000
		third country contribution	2,066,000
		Other income	503,000
	Third Country Operators	Title 1	- 1,867,000
		Title 2	- 346,000
		Title 3	- 142,000
		Title 4	p.m.
		Total	**- 2,355,000**
	Standardisation	Title 1	- 9,080,000
		Title 2	- 1,790,000
		Title 3	- 921,000
		Title 4	p.m.
		Total	**- 11,791,000**
	EU Ramp Inspection	Title 1	- 818,000
		Title 2	- 112,000
		Title 3	- 54,000
		Title 4	p.m.
		Total	**- 984,000**
	Rulemaking	Title 1	- 9,548,000
		Title 2	- 1,904,000
		Title 3	- 1,042,000
		Title 4	p.m.
		Total	**- 12,494,000**
	Int'l Cooperation	Title 1	- 3,729,000
		Title 2	- 1,229,000
		Title 3	- 792,000
		Title 4	p.m.
		Total	**- 5,750,000**
	Safety Intelligence & Performance	Title 1	- 5,027,000
		Title 2	- 1,005,000
		Title 3	- 806,000
		Title 4	p.m.
		Total	**- 6,838,000**
		Total Subsidy and other contr.	-
		Grand-Total	-

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Establishment plan

Function group and grade	European Union Aviation Safety Agency (EASA)							
	Posts							
	2021		2020		2019		2018	
	Establishment plan in Draft Budget 2020 Request		Establishment plan in Budget 2019 Request		Authorised under the Union budget		Actually filled as of 31/12/2018	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
AD 16								
AD 15		1		1		1		1
AD 14		25		25		29		5
AD 13		33		33		36		7
AD 12		66		66		68		22
AD 11		88		88		86		43
AD 10		110		110		108		70
AD 9		120		120		115		121
AD 8		78		78		78		137
AD 7		32		32		30		75
AD 6		11		11		11		43
AD 5		2		2		0		23
AD total		*566*		*566*		*562*		*547*
AST 11								
AST 10								
AST 9		1		1		1		
AST 8		3		3		4		
AST 7		11		11		12		2
AST 6		27		27		29		11
AST 5		30		30		30		36
AST 4		25		25		24		34
AST 3		15		15		16		21
AST 2		2		2		2		13
AST 1		0		0		-		1
AST total		*114*		*114*		*118*		*118*
AST/SC 6								
AST/SC 5								
AST/SC 4								
AST/SC 3								
AST/SC 2								
AST/SC 1								
AST/SC total								
Grand total		**680**		**680**		**680**		**665**
Total Staff	**680**		**680**		**680**		**665**	

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IV.15 List of acronyms

Acronym	Explanation
ANS	Air Navigation Services
ATM	Air Traffic Management
BASA	Bilateral Aviation Safety Agreement
BR	Basic Regulation
BPM	Business Process Management
CA	Contract Agents
CAAC	Civil Aviation Administration of China
CAW	Continuing Airworthiness
CMP	Continuous Monitoring Programme
CoI	Conflict of Interest
CTIG	Common Training Initiative Group
DOA	Design Organisation Approval
EASA	European Union Aviation Safety Agency
EC	European Commission
ECQB	European Central Question Bank
EPAS	European Plan for Aviation Safety
EU	European Union
FAA	Federal Aviation Administration
FCL	Flight Crew Licensing
GA	General Aviation
ICAO	International Civil Aviation Organisation
IMS	Integrated Management System
IORS	Internal Occurrence Reporting System
IR	Implementing Rule
JCAB	Japan Civil Aviation Bureau
KPI	Key Performance Indicator
MB	Management Board
MS	Member State
NAA	National Aviation Authority
OSD	Operational Suitability Data
QE	Qualified Entities
RAG	Red Amber Green
RMT	Rulemaking Task
RSOO	Regional Safety Oversight Organisation
SAFA	Safety Assessment of Foreign Aircraft
SARP	Standards and Recommended Practices
SBAS	Satellite-Based Augmentation Systems
SESAR	Single European Sky ATM Research
SIB	Safety Information Bulletins
SMS	Safety Management System
SNE	Seconded National Experts
SPD	Single Programming Document
TA	Temporary Agents
TCO	Third Country Operators
TIP	Technical Implementation Procedures
UA	Unmanned Aircraft
UAS	Unmanned Aircraft System
WA	Working Arrangement

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IV.16 Contingency Plan for Hard BREXIT

The SPD 2019-2022 has been prepared on the broad assumption that the UK will withdraw from the EU after a transition period until December 2020 followed by some form of bilateral aviation agreement. In the absence of a Withdrawal Agreement agreed and ratified by all 28 EU Member States by 29.03.2019, a Hard BREXIT is likely to result.

As an EU Agency EASA's main reference document in this case is the European Commission's Notice to Stakeholders in the field of EU aviation safety rules published on 13.04.2018. In this scenario the Agency has to prepare for a new legal environment. The impact on workload will be significant and EASA must prepare for:

- Applications for third country approval from UK organisations. This impact has already been mitigated by permitting applications from certain UK approval holders as of 02.10.2018
- Applications for the urgent validation of certificates held by UK companies
- The reassignment of tasks outsourced under partnership agreements from UK CAA to other organisations
- A reduction of standardisation workload, likely to be replaced by third country confidence building
- An EASA contribution to negotiating the future relationship in aviation (estimated at 1000 hours)

Although it is difficult to assess in the current context of uncertainty, the estimated resource impact of a Hard BREXIT on EASA could be:

For UK organisations
Around 500 organisations will apply for third country approvals (150 continuing airworthiness organisations, 40 production organisations, 139 flight simulation training devices, 260 approved training organisations, 130 air operators, and 1 ATM/ANS organisation). While the initial workload should be streamlined, the continuing workload could be up to around 22,500 hours annually.

For UK products
UK organisations currently hold a wide variety of product certificates such as type certificates, supplemental type certificates, European technical standard orders, and major and minor change approvals. They currently amount to around 4,500 and UK organisations may wish to have them approved under the EASA system.

Without prejudice to any contingency plan prepared by the European Commission, the following contingency measures will be taken:

- Initial organisation approvals issued under a streamlined procedure based on regulatory equivalence between EU27 and the UK until 29.03.2019. Design organisation approvals lapse and will not be reissued as UK becomes State of Design.
- Minimal effort invested in validating applications for certificates due to the pre-existing EASA certificate and the favourable risk assessment of UK organisations on day 1.
- Pre-prepared plans for reassigning all tasks currently outsourced to CAA-UK to other national partner authorities or to qualified entities.
- Additional plans for outsourcing new tasks (third country approvals) to national partner authorities or to qualified entities.
- A plan to transition from standardisation to third country oversight.
- The handover of organisation approval documentation from CAA-UK to EASA and familiarisation of EASA technical experts with UK organisations.

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- The handover of product design documentation to CAA-UK and familiarisation of UK technical experts with status of ongoing certifications.

These contingency measures would have to be invoked at short notice once the final outcome of the negotiations or ratification process is clear, and in any case prior to 29.03.2019. For this reason the Management Board is asked to authorise the Executive Director to implement necessary related measures without prior approval and may be asked on short notice to approve significant changes to the work programme for 2019 as appropriate depending on the outcome of the Brexit negotiations.

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