

CONSOLIDATED ANNUAL ACTIVITY REPORT OF THE EUROPEAN GNSS AGENCY YEAR 2014



European
Global Navigation
Satellite Systems
Agency

CONSOLIDATED ANNUAL ACTIVITY REPORT OF THE EUROPEAN GNSS AGENCY YEAR 2014

In pursuance of FR 996/2012, FFR No 1271¹ /2013]

1. Regulation (EU) No 1271/2013 of 30 September 2013 on the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council.

Table of Contents

TABLE OF CONTENTS	2
MANAGEMENT ANALYSIS AND ASSESSMENT	4
NOTE BY THE CHAIR OF THE ADMINISTRATIVE BOARD	4
NOTE BY THE CHAIR OF THE SECURITY ACCREDITATION BOARD	5
NOTE BY THE EXECUTIVE DIRECTOR	6
EXECUTIVE SUMMARY	7
1 ACHIEVEMENTS OF THE YEAR	8
1.1 SECURITY	9
1.1.1 Security Accreditation	9
1.1.2 Galileo Security Monitoring Centre	21
1.1.3 Security Tasks other than GSMC and Accreditation	29
1.2 MARKET DEVELOPMENT	35
1.2.1 Contribution to the Preparation of System Commercialisation	35
1.2.2 Summary of Main Tasks	36
1.3 GENERAL ADMINISTRATION	44
1.3.1 ISO 9001 Quality Certification	44
1.3.2 Summary of Main Tasks	45
1.4 COMMUNICATIONS	47
1.4.1 Summary of Main Tasks	47
1.5 DELEGATED TASKS	54
1.5.1 The PRS Delegation Agreement	54
1.5.2 The EGNOS Exploitation Delegation Agreement	55
1.5.3 The Galileo Exploitation Delegation Agreement	57
1.5.4 The Implementation of Tasks Related to the Preparation of the Exploitation Phase of the European GNSS Programmes Delegation Agreement	58
1.5.5 The FP-7 Delegation Agreement	58
1.5.6 The Horizon 2020 Delegation Agreement	60
2 MANAGEMENT	62
2.1 MANAGEMENT BOARD	63
2.1.1 The Administrative Board	63
2.1.2 The Security Accreditation Board	64
2.2 MAJOR DEVELOPMENTS	65
2.3 BUDGETARY AND FINANCIAL MANAGEMENT	65
2.4 HUMAN RESOURCES (HR) MANAGEMENT	66

2.5	ASSESSMENT BY MANAGEMENT	67
2.5.1	Register of Exceptions	67
2.6	BUDGET IMPLEMENTATION TASKS ENTRUSTED TO OTHER SERVICES AND ENTITIES	67
2.7	ASSESSMENT OF AUDIT RESULTS DURING THE REPORTING YEAR	68
2.7.1	Internal Audit Service (IAS)	68
2.7.2	European Court of Auditors (ECA)	68
2.8	FOLLOW UP OF RECOMMENDATIONS AND ACTION PLANS FOR AUDITS	68
2.9	FOLLOW UP OF RECOMMENDATIONS FROM THE DISCHARGE AUTHORITY	68
2.10	EXTERNAL EVALUATIONS	68
3	ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS	70
3.1	RISK MANAGEMENT	71
3.2	COMPLIANCE AND EFFECTIVENESS OF INTERNAL CONTROL STANDARDS	71
4	MANAGEMENT ASSURANCE	72
4.1	REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE	73
4.1.1	Follow-up of Reservations from Previous Years	73
4.2	RESERVATIONS	73
4.3	OVERALL CONCLUSIONS ON ASSURANCE	73
5	DECLARATION OF ASSURANCE	74
ANNEXES		76
ANNEX I – CORE BUSINESS STATISTICS		77
ANNEX II – STATISTICS ON FINANCIAL MANAGEMENT		77
II.1 – Rate and type of implementation of appropriations		77
II.2 – Information on transfers and amending budgets		78
II.3 – Information on interest charged through late payments		79
II.4 – Summary information on budgetary operations		79
ANNEX III – ORGANISATIONAL CHART		80
ANNEX IV – ESTABLISHMENT PLAN		81
ANNEX V – HUMAN RESOURCES BY ACTIVITY		82
ANNEX VI – SPECIFIC ANNEXES RELATED TO PART 2		82
VI.1 GSA Legal Framework (as of 31 December 2014)		82
ANNEX VII – SPECIFIC ANNEXES RELATED TO PART 3		83
ANNEX VIII – DRAFT ANNUAL ACCOUNTS AND FINANCIAL REPORTS		83
ANNEX IX – LIST OF ACRONYMS		84



Management Analysis and Assessment

Note by the Chair of the Administrative Board

2014 was a year that showed that the European satellite navigation systems are on a continuous way forward, although the path sometimes is not quite as smooth as we may wish.

After 2013, when, due to many adverse circumstances, we had no satellite launches at all, two more Galileo satellites were launched into orbit this year.

Unfortunately, they were placed in the wrong orbit. Nevertheless, this gave all parties involved in the deployment of the Galileo programme, mainly the Commission, the Agency and the European Space Agency (ESA), the opportunity to prove they can manage unexpected circumstances: a team of experts quickly assessed the incident to find out what the reasons were and how to mitigate the situation.

In the meantime, these two satellites have been moved to a 'better' orbit, closer to the targeted one, and tests show that they are doing really well.

These satellites are the first FOC-satellites, delivered by OHB Bremen - the first two of a big batch of 22 satellites to be produced in a kind of 'assembly line' and allowing for a steady and speedy ramp-up of Galileo's space infrastructure.

Regarding EGNOS, the Agency started discussions with ESA on a Working Arrangement on the further implementation of this system, following the entry into force of the GNSS Regulation on 1 January 2014, the adoption of the Implementing Decision for the deployment and exploitation

of the European GNSS systems by the Commission, and the conclusion of the Delegation Agreement between the Commission and the Agency on the exploitation of the EGNOS system.

As it is not easy to strike a balance between the needs of the programme and the compliance with each party's respective rules and procedures, these discussions took longer than originally foreseen and will be concluded in 2015.

Last, but not least, the new GSA Regulation entered into force on 23 May 2014, changing the structure of Agency, in particular by giving more independence to the Security Accreditation Board (SAB), thereby stressing the importance of security accreditation and making the SAB an important partner of the Administrative Board.

Sabine Dannelke

Chair of the Administrative Board

A handwritten signature in black ink, appearing to read 'Dannelke'.



Note by the Chair of the Security Accreditation Board

2014 was a challenging year, not only due to the changes in the regulatory framework, with a new Regulation governing the Agency's security accreditation function requiring the bedding in of activities demanding a number of adaptations to the existing organisation, processes and methods, but also due to the changes in the programme schedule. We had one launch instead of three resulting in the postponement of the early service declaration. This delay, coupled with some difficulties in gaining access to some of the information necessary to take accreditation decisions, resulted in the Security Accreditation Board (SAB) taking a difficult decision with respect to Launch 3. During the course of the year, the SAB also rejected a deployment for the first time.

In this context, the SAB has nevertheless continued to proactively engage the Union's GNSS Programme management authorities in a demanding dialogue to improve the overall security management processes, in an effort to gain concrete improvements in terms of security.

Following the closure of the In Orbit Validation phase, a limited Interim Authorisation to Operate (IATO) at risk was issued by the SAB for six months. It was subsequently extended for a further period of six months, whilst at the same time being made subject to a number of conditions to be implemented by the Programme. Work on fulfilling the conditions that are aimed at significant reduction in the risk profile continues. Although the Initial Services declaration has been eventually postponed beyond 2014, the security accreditation activities have begun. A second Galileo network security test campaign was carried out, permitting us to draw a number of valuable lessons for the Programme. It is pleasing to note the significant work conducted by the programme to address the SAB's concerns.

Sites Authorisation To Operate (SATO) were extended for a good half of the Galileo ground infrastructure, and site authorisations have been added for new sites, raising the total number of Galileo sites authorised to operate to 31 by the end of the year.

27 interim authorisations were issued by the SAB to European companies supporting or directly involved in the development of Public Regulated Service (PRS) technology, raising the total number of SAB authorised companies above 60.

During its first full year in existence, the Crypto Distribution Authority (CDA) engaged firmly on the task of identifying

the COMSEC activities in the Programme, including governance, organisation, identification of COMSEC assets, distribution and further accounting of the COMSEC assets within the Programme. Whilst a number of shortfalls have been identified, the CDA first provided recommendations for what should be established and then engaged with the Commission and the European Space Agency (ESA) to establish the correct governance, whilst working with the GNSS Security Accreditation Panel (GSAP) and ESA to identify and put in place the necessary COMSEC measures required for compliant COMSEC distribution. This work has also resulted in the formation of the EU GNSS Distribution Authority within the Programme at the close of 2014, charged with the governance and management of COMSEC assets within the Programme; thereby significantly reducing the COMSEC risk within the EU GNSS Programmes.

The Flight Key Cell (FKC) was deployed for an extremely challenging Galileo Launch 3 and successfully oversaw the secure distribution of Galileo flight key material and satellites throughout the launch operations. FKC operational capability saw a marked increase in compliance and quality in comparison to previous launches because of the deployment of a fully trained and competent FKC team working under the dedicated FKC Officer.

EGNOS preparatory accreditation activities have begun, following the adoption of the EGNOS Security Accreditation Strategy. It is again pleasing to note that certain security improvements can already be taken into account in addition to the existing safety certification by EASA, to the benefit of the EGNOS user community.

It is worth noting that these results were achieved with limited, and reducing, resources, thanks to the significant efforts of all actors involved. I would like to take this opportunity to acknowledge the significant commitment of all stakeholders to the success of the EU GNSS programmes, and thank them for their efforts and co-operation whilst at the same time acknowledging that much still remains to be done within the security arena. I must also recognise and applaud the professional competence demonstrated and advice offered by the SAB support team who enable the SAB to take informed, yet difficult, decisions ensuring the security of this important EU asset. In particular, I wish to thank my Deputy Chair Bruno Vermeire for his constant support and wise counsel.

Jeremy Blyth

Chair of the Security Accreditation Board of the EU GNSS



Note by the Executive Director

In 2014, the European GNSS Agency gradually took its place within the governance set-up of the EU GNSS Programme in accordance with Regulation 1285/2013, which was adopted in December 2013.

Firstly and most importantly, as of 1 January the Agency became responsible for the EGNOS programme as ruled by the EC-GSA Delegation Agreement signed with EC in April: the Agency's EGNOS team is well established and ready to take the challenges of an ambitious technology development programme over the next five years, which will address system obsolescence together with substantial enhancements such as compatibility with the new L5 frequency band and the overlay to Galileo which will translate in more robust performance and better accuracy.

Concurrently, the Galileo Exploitation Team has continued to be built-up and achieved key result with the publication of the contract notice for the Galileo Service Operator (GSOP) tender in the EU Official Journal in December. This is planned to be awarded in the third quarter of 2016 and will secure the operations of Galileo and service provision from 2017 for the following 8 – 10 years.

The Galileo Security Monitoring Centre (GSMC) has almost completed development of operational procedures; it is confidently ready to face the Validation Readiness Review, planned for the last quarter of 2015.

Security continues as one of the pillars of the new Agency:

- The Public Regulated Service (PRS) user segment development is progressing well and will provide first prototypes by the end 2015/early 2016 in line with pilot trials planned with Member States in 2016;
- The Security Accreditation Board (SAB) functioning has been properly supported throughout the year 2014 and the new Regulation 512/2014 was smoothly incorporated into the day-by-day operations;
- The Flight Key Cell is now operational and provides contributions as required to launch campaigns.

Market Development activities have included the first call for proposal for Horizon 2020, which was concluded with the award of 25 projects while in November a second call was launched. Numerous interactions with transversal user groups on civil aviation have led to a steady increase of EGNOS Satellite Based Augmentation Systems (SBAS) procedure developments (there are now more than 210 across Europe) together with significant interest from Maritime and Rail Signalling user communities. The dialogue with chipset and receiver manufacturers continued over the year, including meaningful increases in Galileo penetration within GNSS hand-held models (more than one third worldwide now have Galileo-enabled chipsets inside) despite only the early stage of Galileo system deployment.

Across 2014, the Agency consistently invested to raise its public profile through the conception of a new logo and a new image for itself, coherent with its new course and the role it plays in the EU GNSS Programmes.

The Agency also adopted a new matrix organization structure, centred on the EGNOS and Galileo Programmes, which created a new functional "administration area" which is expected to provide a stable and efficient frame for supporting the growth in the Agency's tasks.

Finally, the Agency celebrated year's end by achieving the ISO 9001 Quality certification, a significant and successful conclusion of a two-year project.

In summary, 2014 should be considered the year when the Agency put in place further building blocks to support its capacity to deliver results for the benefit of EU GNSS Programme.

Carlo des Dorides
Executive Director

Executive Summary

By developing a new generation of Global Navigation Satellite Systems (GNSS), Europe is opening new doors for industry development, job creation and economic growth. With Europe in the driver's seat, Galileo has the potential to become a cornerstone of the global radio-navigation positioning system of the future. In support of Galileo, and EGNOS, the European GNSS Agency was established in 2004 as a European Union Regulatory Agency.

During the reporting period, the Agency was responsible for a range of activities, including:

- Ensuring the security accreditation of the system and the operation of the Galileo Security Monitoring Centres (GSMCs);
- Accomplishing other tasks entrusted to it by the European Commission (EC), such as managing the research and development EU framework programmes for European GNSS applications, promoting satellite navigation applications and services, preparing for the successful commercialisation and exploitation of the systems, aiming for smooth functioning, seamless service provision and high market penetration, and ensuring that the systems' components obtain certification.
- Fulfilling the terms of two delegation agreements related to the exploitation phases of the Galileo and EGNOS satellite programmes. These agreements were signed during the reporting period but the Agency undertook preparatory activities since 2012 under the terms of a previous agreement.
- Fulfilling tasks defined under a delegation agreement related to management of projects under the Horizon 2020 framework programme. The projects concerned are all related to GNSS applications.

Staffed by skilled professionals, who bring relevant experience from both the public and private sectors, the Agency is in a unique position to contribute to one of the most important

and ambitious projects ever undertaken by the European Union. The Agency has the motivation and expertise to help ensure that Europe fully accomplishes its GNSS aims and truly reaps the benefits of EGNOS and Galileo for its citizens.

1. ACHIEVEMENTS OF THE YEAR



The Agency performs both core tasks under Regulation (EU) No 912/2010 of the European Parliament and of the Council on setting up the European GNSS Agency (“GSA Regulation”), as amended by Regulation (EU) No 512/2014, and a number of tasks under delegation from the European Commission. The delegated tasks are described in section 1.5 – Delegated Tasks.

1.1 Security

1.1.1 Security Accreditation

The GSA Security Accreditation Board (SAB) is the European GNSS Security Accreditation Authority; all the security accreditation decisions related to the GNSS systems, Galileo and EGNOS, are of its sole competence.

Security accreditation decisions entail in particular:

- the approval of satellite launches;
- the authorisation to operate the systems in their different configurations and for the various services up to and including the signal in space;
- the authorisation to operate the ground stations;
- the authorisation of bodies to develop and manufacture PRS receivers or PRS security modules, taking into account the advice provided by national entities competent in security matters and the overall security risks.

The GSA provides a Security Accreditation Support Team that acts as secretariat to the SAB and plays an important management and coordination role in the framework of the SAB subordinate bodies, namely the GNSS Security Accreditation Panel (GSAP) for the European GNSS Systems and the European GNSS Crypto Distribution Authority Task Force (CDA TF).

Security Accreditation Activities in 2014 have been significantly impacted by:

- The adoption of a new legislative framework, Regulation (EU) No 512/2014 modifying substantially Regulation (EU) No 912/2010 regarding the organisation of security accreditation activities within the Agency, establishing a number of new responsibilities and modifying a significant number of other requirements, in order to increase the independence and powers of the Security Accreditation Board and its chairperson and broadly to align that independence and those powers to the independence and powers of the Administrative Board and of the Executive Director of the Agency respectively, while providing for a cooperation requirement between the various bodies of the Agency. Considerable efforts have been invested in implementing these changes, a number of which are still on going, and supporting the new responsibilities discharged by the SAB chair.

- The changes of the Galileo programme schedule, modifying significantly the number of milestones planned for the year and hence affecting the corresponding accreditation activities. (For example concerning the number of launches and the date of declaration of Initial Services). Security Accreditation activities have been rescheduled in order to best cope with the Programme changes.
- The limitations in accessing accreditation documentation due to significant changes in the implementation of the ITAR rules within ESA, which has decreased the level of assurance and led to a postponement of a number of reviews and decisions.

In spite of these changes, the Agency in general and the Security Accreditation Team in particular has provided the technical and administrative secretariat to the SAB, providing the security assurance to prepare proportionate, appropriate and effective security accreditation decisions as required in support of the Programme milestones.

The main objectives for 2014 recalled hereafter were broadly achieved:

- GALILEO continued accreditation activities
 - The SAB approved the third Galileo launch, and also adopted two subsequent accreditation decisions rendered necessary by the orbital injection anomaly. Although the launches 4 and 5 have been eventually postponed beyond 2014, the security accreditation activities have begun.
 - Following the closure of the IOV phase, a limited Interim Authorisation to Operate (IATO) at risk was issued by the SAB for six months, and extended for another period of six months, subject to a number of conditions to be implemented by the Programme. A second network security test campaign was carried out, permitting to draw a number of valuable lessons for the Programme. For the first time, the deployment of ground mission segment system was not authorised by SAB. Finally, although the Initial Services declaration has been eventually postponed beyond 2014, the security accreditation activities have begun.

- 14 Site Authorisation to Operate were issued by the SAB, either as first authorisations for new sites deployed or as changes to existing authorisation for sites already deployed. By the end of the year, 31 Galileo sites had valid Sites Authorisations to Operate.
- The SAB issued 27 interim authorisations to European companies supporting or directly involved in the development of PRS technology. By the end of the year, more than 60 European companies had valid SAB authorisations. The SAB processes were adapted to the growing number of requests, to bring more flexibility whilst preserving the level of security.
- EGNOS preparatory accreditation activities, leading in particular to the adoption of the EGNOS Security Accreditation Strategy, the approval of the EGNOS Security Accreditation and Certification Plan and the launch of a number of preparatory activities in view of the accreditation of EGNOS V3.
- General activities, entailing in particular to the adaptation of the organisation to the new GSA regulation, the adaptation of the internal procedures to the new GSA regulation in compliance with ISO 9001 quality standards, providing the secretariat of the SAB and its subordinate bodies as well as the chairmanship of the latter, the administration of the SAB decisions and of supporting contracts.

The achievements are detailed in the table hereafter per task.

The SAB CDA Task Force and Flight Key Cell (FKC) achieved the following results in 2014:

- **COMSEC Assurance for SAB decisions (ATL 3, IATO, etc.):**
SAB CDA Task Force and FKC provided full assurance on Programme COMSEC status, i.e. the security measures taken by the Programme to adequately protect the sensitive and classified information in particular through cryptographic means, and matters to enable the SAB decisions on Programme accreditation during 2014.
- **EU GNSS DA & Programme COMSEC governance established:**
SAB CDA Task Force identified the need for an EU GNSS Distribution Authority (EU GNSS DA) at Programme level with scrutiny for COMSEC assurance by the SAB CDA Task Force. The programme took this recommendation on board and implemented the processes to create the EU GNSS DA and to enable the establishment of a centralised COMSEC view of programme industry COMSEC activities under ESA.

- **Crypto Approval process and identification of COMSEC assets:**

SAB CDA Task Force identified that there was no list of programme COMSEC assets and that it was hence not possible to identify the assets under the jurisdiction of the EU GNSS DA. The SAB CDA Task Force made recommendations to the programme for the identification of these assets and collaborated with the GSAP to review the certification status of the subsequent programme COMSEC Item list provided by ESA. This work is still ongoing to ensure that COMSEC assets of the programme are accounted for.

- **FKC, GSMC, and GSA HQ COMSEC compliance and management put in place:**

Upon recommendation from SAB CDA Task Force, the GSA Distribution Authority (GSA DA) (and subsequently EU GNSS DA) put in place all correct and necessary COMSEC accounts, roles and responsibilities for all GSA entities that manage COMSEC assets. The SAB CDA Task Force has reported that FKC, GSMC and GSA HQ operated in full compliance to the EU GNSS COMSEC Instructions v3.0 and in accordance with EC Security legislation (2001/844/EC; now 2015/444/EC) as of Q2 2014.

- **FKC Meetings and Operations:**

The FKC met twice in 2014, in addition to several training sessions in preparation for FKC Galileo Launch 3 activities.

The FKC successfully deployed and provided COMSEC services for the protection of the flight keys and satellites in the only Galileo launch of 2014, from April to August 2014. No COMSEC incidents were reported by FKC.

- **National Distribution Authority (NDA) empowerment for the management of Programme COMSEC assets:**

The SAB CDA Task Force recommended that the Programme put mechanisms into place via the EU GNSS DA to ensure Member State NDAs and ESA DA visibility of COMSEC activities on their territories in support of programme tasks. Such measures continue to be implemented by the programme in response to this recommendation, under the assessment of the SAB CDA TF Members (the NDAs) which report on the effectiveness of the measures in allowing them to perform their national processes in relation to industry. Such effectiveness allows for higher assurance that programme COMSEC assets are being managed appropriately by the programme industrial parties.

- **COMSEC advice to CPA establishment:**

The SAB CDA TF recommended minimum COMSEC standards for the future distribution of COMSEC assets to CPAs that would ensure compliance to Member State national COMSEC policy and ensure that the programme and Member State security jurisdictions would be respected. The programme took these minimum COMSEC standards on board and is implementing them into EU GNSS policy.

- **Facilitation of Programme COMSEC operations (transfers and COMSEC risk assessment to operations):**

The GSA DA (and subsequently EU GNSS DA), under high-level scrutiny from the SAB CDA Task Force conducted over 10 transportations of COMSEC assets into and out of its accounts in 2014. The EU GNSS DA also provided on-demand support to NDAs and ESA DA on potential improvements, methods for conducting NDA-NDA transfers and guidelines to NDAs where shortfalls in the coverage on COMSEC subjects of the Programme Security Classification Guide and the EU GNSS COMSEC Instructions. All advice was shared with SAB CDA Task Force members where permitted and relayed into GNSS SB WG NET for the improvement of the EU GNSS Security Classification Guide and the WG PCI COMSEC Formation for the improvement of the EU GNSS COMSEC Instructions.

- **Incident management (SECTRA, COMSEC transportation incidents):**

The GSA DA (and subsequently EU GNSS DA) successfully conducted 2 COMSEC incident investigations in 2014; in both cases liaising directly with other concerned NSA/NDAs and the EC Security Directorate (via DG.GROW) to resolve the incidents in a timely and secure manner. The incidents were reported further within the programme on a need-to-know basis that reflected their severity and respected the national rights of the other concerned NSA/NDAs.

Further information on the role of the EU GNSS Distribution Authority (EU GNSS DA):

A significant development in 2014 has been the identification and establishment of the basis for the programme's European GNSS (Crypto) Distribution Authority (EU GNSS DA) to perform the operational tasks of COMSEC management and distribution throughout the programme. The establishment of this programme entity was identified as necessary through the SAB CDA TF's recommendations regarding the implementation of the GSA Regulation in such a manner that did not prejudice the role of the Com-

mission as responsible for Programme Security under the Regulation (EU) No 1285/2013 of the European Parliament and of the Council on the implementation and exploitation of European satellite navigation systems ("GNSS Regulation"). In this way, the programme was recommended to establish the EU GNSS DA to perform operational COMSEC management in the EU GNSS EGNOS & Galileo Programmes, whilst the SAB CDA TF took on the role of representing the SAB in assessing the compliance of the programme to Commission, and where appropriate Council, COMSEC policy. The SAB CDA TF would thus evolve to a role that solely provided independent assurance to the SAB on Programme COMSEC compliance via scrutiny of the EU GNSS DA and its interfaces to the Programme operational entities (programme industry (run by ESA), GSMC (for the interface to the PRS User Segment) and Flight Key Cell (FKC) for flight key security).

The implementation of this model was not completed by the end of 2014 due to the time required within the programme and GSA to establish and implement the EU GNSS DA as an independent entity from the SAB CDA as defined in the GSA regulation (2014/512/EU). At the close of 2014, the EU GNSS DA was authorised for establishment by the EC and is to be implemented via a delegation agreement that passes the role to the GSA.

The reader is reminded that the 2014 work plan was created before the need to establish the EU GNSS DA was identified and accepted by the programme and the SAB.

1.1.1.1 Summary of Main Tasks

Task 1.1: SAB Secretariat Tasks		
Task	Indicators	Results
Task 1.1.1 Adapt the organisation to the new GSA regulation	Revised organisation chart	The organisation of the security department has been refined in light of the revised Agency regulation. A new organisation ensuring the independence of security accreditation decision making has been developed. The 11 staffs directly involved in security accreditation activities were identified, reporting lines to the SAB chair were established and processes have been put in place to ensure adequate functional separation of these activities with other Agency activities.
Task 1.1.2 Adapt the internal procedures to the new GSA regulation and the quality project	Number of procedures revised or established	The SAB Rules of Procedures have been updated to reflect the changes introduced by the Regulation (EU) No 512/2014. Security Accreditation Procedures have been adapted or complemented in the framework of the Agency's quality certification project. 12 procedures have been documented for the SAB secretariat. These procedures have been reviewed and certified in accordance with the ISO 9001 certification exercise in December 2014.
Task 1.1.3 Ensure the Secretariat of the SAB	<ul style="list-style-type: none"> Propose SAB meeting plan Distribution of working papers in due time before each meeting Establishment of minutes in due time after each meeting Administer written procedures as necessary 100% of SAB decisions recorded/updated 	<ul style="list-style-type: none"> The SAB meeting plan 2014 was approved by the SAB and updated throughout the year, notably to take into account changes in the programme schedule. Six SAB meetings were organised in 2014 (SAB#15, SAB#16, SAB#17, SAB#17b, SAB#18 and SAB#19). Working papers and reports have been submitted before each meeting. Minutes have been established after each meeting and submitted to the SAB chair for review and approval. Decisions that could not be taken during SAB meetings have been administered via written procedures. 89 written procedures were launched, more than 96% of which confirmed the decision proposed in the meeting. 100% of SAB decisions and actions have been recorded. All SAB decisions were addressed to the Commission.
Task 1.1.4 Security accreditation of the launches and operation of spacecraft	Decision on Authorisation To Launch (ATL)	SAB issued three Security Accreditation Statements related to the Galileo Approval To Launch 3 (ATL3), in July, September and October 2014. The secretariat drafted the decisions and provided reports supporting the SAB in its decision-making. In addition, although launch 4 and 5 were postponed beyond 2014 by the Programme, preparatory accreditation activities were conducted.
Task 1.1.5 Security accreditation of Initial services	Decision on Authorisation to Operate Initial Services	Following the successful closure of the IOV phase in the spring 2014, SAB decided to issue a Limited Accreditation statement for the Galileo Interim Authorisation to Operate (IATO) at risk, which was issued for an initial period of 6 months. SAB extended this Galileo Initial Authorisation to Operate (IATO) at risk in December 2014 for another period of 6 months, under a number of conditions to be implemented by the programme. For the first time, the deployment of a ground mission segment system was not authorised by the SAB. Initial Services declaration security accreditation activities have begun. Based on the recommendation from GSAP, the SAB issued in January 2014 a decision related to the required deliveries and timeline in view of the accreditation of initial services.

Task	Indicators	Results
Task 1.1.6 SAB Management tasks	Draft SAB Work Programme 2015, taking into account the inputs from the GSAP and CDA	A draft Work Programme 2015 for security accreditation activities was proposed, taking into account the inputs from the GSAP and CDA. It was adopted by SAB in December 2014.
	Draft SAB Budget 2015, taking into account the inputs from the GSAP and CDA	A draft Budget 2015 for SAB activities was prepared, taking into account the inputs from the GSAP and CDA. It was endorsed by SAB in March 2014.
	Report on SAB Budget 2014	Regular reports on the implementation of SAB Budget 2014 were made.
	Draft the SAB Staff Establishment Plan	The SAB secretariat contributed to the drafting of the Agency's Staff Establishment Plan.
Task 1.1.7 Administrate the Security Accreditation contracts	Administer existing contracts Initiate a new framework contract	<p>The secretariat ensured the administration of the existing contract GSA/OP/04/09 providing support services for security accreditation. In addition to the four on-going specific contracts SC05, SC06, SC07 and SC08, three additional specific contracts SC09, SC10 and SC11 were signed.</p> <p>As this framework contract expired in 2014, a new framework contract GSA/OP/12/14 was established, divided in three lots. New contractors were selected and two contracts were signed in December 2014, the remaining one being postponed to the beginning of 2015. Details about the budget can be found in the Agency's budget, title II, under budget line 3300.</p>

Task 1.2: GSAP Management Tasks		
Task	Indicators	Results
Task 1.2.1 Chairmanship, technical secretariat and organisational secretariat	<ul style="list-style-type: none"> Propose GSAP meeting plan Organise 5 GSAP meetings in the year GSAP recommendations to SAB 	<p>The GSAP meeting plan 2014 was proposed for SAB approval and subsequently maintained, notably to take into account the changes in the programme schedule. Seven GSAP meetings were organised in 2014, GSAP#42, GSAP#43, GSAP#43b, GSAP#44, GSAP#45, and GSAP#46.</p> <p>The Security Accreditation team ensured the chairmanship, and the technical and administrative secretariat of these meetings. More than 50 documents were issued, including the Security Accreditation Reports for the Initial Authorisation To Operate, the Galileo Approval to Launch 3, Sites Authorisation to Operate and the Authorisation of PRS manufacturers.</p>
Task 1.2.2 Adapt the internal procedures to the new GSA regulation and the quality project	Number of procedures revised or established	<p>Security Accreditation Procedures have been adapted or complemented in the framework of the Agency's quality certification project. 31 procedures have been documented for the GSAP and the underlying security assurance. These procedures have been reviewed and certified in accordance with the ISO 9001 certification exercise in December 2014.</p> <p>The revision of the GSAP terms of reference has started and new terms of reference are expected to be adopted in the following year.</p>
Task 1.2.3 GSAP Management Tasks	Draft GSAP Work Programme	The GSAP Work Programme was integrated in the SAB Work Programme (see task 1.1.6).
	Draft GSAP budget	The draft GSAP budget was integrated in the draft SAB Budget (see task 1.1.6).

Task 1.3: CDA/FKC Management Tasks		
Task	Indicators	Results
Task 1.3.1 Chairmanship, technical secretariat and organisational secretariat <i>This is a SAB Assurance task.</i>	6 CDA/FKC meetings in the year	<p>The SAB CDA TF met 6 times in 2014 on a bi-monthly schedule.</p> <p>At the end of 2014, the SAB CDA TF was comprised of 19 Members, 10 of whom are voting members from Member States National Distribution Authorities, and 9 of whom are observers from programme stakeholders and interested parties (EC, GSC, GSA and ESA).</p> <p>In all cases, SAB CDA TF reported on COMSEC compliance risks to every SAB and to the GSAP only upon invitation from the GSAP for COMSEC input to their business.</p> <p>The FKC held 2 meetings and 4 training sessions corresponding to the launch activity requirements of Galileo Launch 3 in 2014. FKC was deployed once in 2014 – from April to August 2014 for Galileo Launch 3 in August 2014.</p> <p>At the end of 2014 the FKC was comprised of 8 members, 3 of whom are voting members from Member States National Security/ Distribution Authorities, and 5 of whom are observers from programme stakeholders (EC, GSA, ESA) and interested parties (1 additional MS with observer status).</p> <p>In all cases, FKC reported on launch COMSEC compliance risks to every SAB CDA TF and to the GSAP only upon invitation from the GSAP for flight key risk input to their business, and direct reporting to the SAB when the SAB requested this. All FKC risk reports were compiled into the SAB CDA TF risk reporting to the SAB.</p>
Task 1.3.2 Definition of crypto maintenance policy <i>This is an EU GNSS DA task.</i>	With the technical support of GSMC staff, draft a policy that would find a balance between the security needs and the operational costs	<p>The SAB CDA TF did not perform this operational COMSEC task. It was instead assigned to the SAB CDA co-ordinator as a GSA Distribution Authority (GSA DA) (and later an EU GNSS DA) duty.</p> <p>This task is still underway, reflecting the maturing state of COMSEC management and operations within the GSA, and in particular within the GSMC. There continue to be regular discussions between EU GNSS DA and GSMC on finalising the boundaries between COMSEC management and COMSEC operations as the Work Package 2 delivery establishing initial GSMC operational capability progresses.</p> <p>GSA DA implemented oversight and approval of the GSMC COMSEC management procedures. These were created and released by GSMC in Q1 2014 and are in force after approval by GSA DA. A subset of these procedures is in force for GSA HQ COMSEC (as GSA HQ does not perform the full range of COMSEC activities that GSMC does). FKC COMSEC procedures are detailed in the Key Management Operation Procedure (KMOP) that is endorsed by SAB CDA TF and approved by SAB. In all cases, GSA DA (and later EU GNSS DA) provided a COMSEC account for each of these GSA operational entities, registered these accounts with the Member States and European entities, and authorised all roles and responsibilities required to operate these accounts. GSA is hence operating under a COMSEC-compliant governance model that was used as the basis to found the EU GNSS DA.</p> <p>The GSMC COMSEC management procedures in particular do not cover GSMC technical operations for key production and distribution to CPAs. These technical procedures are under development by the GSMC Ops team, due for completion in mid-2015 and shall demonstrate compliance to the EU GNSS DA COMSEC policy.</p>

Task	Indicators	Results
Task 1.3.3 CDA management tasks (subject to the provisions related to CDA in the new GSA Regulation) <i>This is a mix of SAB Assurance and EU GNSS DA tasks.</i>	Review of CDA ToR, new version approved <i>(This is a SAB Assurance task)</i>	<p>The SAB adopted its revised Rules of Procedure in mid-2014 to comply with the revision of the GSA Regulation (2014/512/EU). It then instructed the subordinate bodies to align their Terms of Reference to these SAB Rules of Procedure. The deadline the SAB has set for these new Terms of Reference to come into force is Q2 of 2015.</p> <p>A new SAB CDA Task Force Terms of Reference has been created and endorsed by the SAB CDA TF and has been put under. The FKC Terms of Reference still require revision and have been delayed due to extensive FKC launch activity in 2014.</p>
	Draft CDA Work Programme <i>(This is a SAB Assurance task)</i>	<p>The SAB CDA TF created a work programme (including FKC) and maintained it over the course of 2014, revising it for evolutions of the Programme COMSEC organisation and heavily influencing the formation of the Programme COMSEC organisation in the process. The primary goal for 2014 was the recommendation and aid to the Programme in the establishment of appropriate and effective Programme COMSEC governance in order to provide COMSEC assurance to the SAB.</p> <p>The SAB CDA Co-ordinator drafted the SAB CDA, FKC and GSA DA contribution to the GSA 2014 Annual Work Programme and the 2014 Multi-Annual Work Programme. The contributions were reviewed and accepted by the GSA Admin Board and the SAB Chairperson.</p>
	Draft CDA budget <i>(This is a SAB Assurance task)</i>	<p>The SAB CDA TF created a work programme budget (including FKC) and maintained it over the course of 2014, revising it for evolutions of the Programme COMSEC organisation and EU GNSS launch schedules.</p> <p>The SAB CDA Co-ordinator drafted the SAB CDA, FKC and GSA DA contribution to the GSA 2014 Annual Work Programme budget and the 2014 Multi-Annual Work Programme budget. The contributions were reviewed and accepted by the GSA Admin Board and the SAB Chairperson.</p>
	Issue permanent executive standards, for GNSS COMSEC handling <i>(This is an EU GNSS DA task)</i>	<p>The SAB CDA TF did not perform this operational COMSEC task. It was instead assigned to the SAB CDA co-ordinator as an EU GNSS DA duty. The SAB CDA TF instead concentrated on highlighting the need for the programme to adopt a required, minimum COMSEC governance in the programme with the authority flowing down from the EU GNSS Crypto Authority via the EU GNSS DA to programme entities on the programme COMSEC management policy.</p> <p>In practice, the executive standards for GNSS COMSEC handling were found to be baselined in the EU GNSS COMSEC Instructions with regard to programme industry. There were no programme standards for COMSEC management within the EC and as a result, the requirement for a centralised view of the COMSEC status of the programme was not implemented at Customer (EC) and prime contractor (ESA) level.</p> <p>On the recommendation of the SAB CDA TF (and SAB) for the establishment of programme COMSEC governance with a view to establishing COMSEC compliance throughout the programme, SAB CDA co-ordinator worked closely with EC and ESA to fix the governance issues via the introduction of the EU GNSS DA and ensure that a centralised COMSEC picture to give assurance of COMSEC compliance could be created through:</p>

Task	Indicators	Results
		<ul style="list-style-type: none"> the scoping of EU GNSS DA policy, the instruction to ESA to provide a centralised COMSEC view of COMSEC operations in the Programme, the participation of the SAB CDA co-ordinator to the COMSEC Formation in order to enhance the EU GNSS COMSEC Instructions applicable to Member State Industry working within the Programme or in the User Segment, the establishment of COMSEC-compliant processes and procedures in the GSA HQ and in particular in the GSMC, the provision of adequate information to Member State National Distribution Authorities to allow them to scrutinise their national industry effectively. <p>The status as of the close of 2014: GSA has been instructed to form the EU GNSS DA on a provisional basis via a delegation agreement in October 2014; EU GNSS DA is active within the GSA on a practical basis and it's policy is under formal documentation; ESA has been instructed to form a centralised COMSEC view of COMSEC operations in the Programme by the EC via a delegation agreement; SAB CDA TF recommendations for improvement of COMSEC management and handling are being incorporated into the next version of the EU GNSS COMSEC instructions due for release in 2015; GSA HQ and GSMC COMSEC organisation, processes and procedures are in place and operational pending revision for EU GNSS DA policy compliance; Member State NDAs have active links to the EU GNSS DA and the information flow on Programme COMSEC asset management into and out of their territory is being made available to them by the EU GNSS DA.</p>
	Issue guidelines on the maintenance and repairs of cryptographic means (This is an EU GNSS DA task)	<p>The SAB CDA TF did not perform this operational COMSEC task. It was instead assigned to the SAB CDA co-ordinator as a GSA Distribution Authority (GSA DA) (and later an EU GNSS DA) duty.</p> <p>The GSA DA saw no need to issue guidelines on maintenance of cryptographic assets, concluding that such activities were limited to Level 1 maintenance (User maintenance in accordance with the provided equipment SECOPS) activities covered by GSMC operational COMSEC procedures outside the jurisdiction of the GSA DA. Any lower level maintenance activities are to be performed by appropriately cleared and qualified industrial entities under the governance of their Member State security policy as such maintenance ultimately requires re-certification of the equipment.</p>
	Conduct spot checks with the support of local security authorities (This is an EU GNSS DA task)	<p>The SAB CDA TF did not perform this operational COMSEC task. It was instead assigned to the SAB CDA co-ordinator as a GSA Distribution Authority (GSA DA) (and later an EU GNSS DA) duty.</p> <p>GSA DA restricted all audits to its own COMSEC accounts. There is no jurisdiction given to GSA DA or EU GNSS DA by current legislation that enables it to audit external COMSEC accounts. As the CMS was not released in 2014, it remains to be seen whether the EU GNSS DA shall inherit any powers of audit in relation to external accounts.</p> <p>All GSA (and subsequently) EU GNSS DA accounts have been mustered and audited in 2014, with particular scrutiny on the GSMC's accounts given the volume of COMSEC assets that transitioned into and out of those accounts. All audits were passed.</p>

Task	Indicators	Results
	Support accreditation entities (SAA, GSAP) for all aspects related to COMSEC material (This is a SAB Assurance task)	See report for Task 1.3.1.
	Report to the Security Accreditation Authority all COMSEC events and up to date COMSEC status (This is a SAB Assurance task)	See report for Task 1.3.1 for assurance reporting to the programme security accreditation authority. GSA DA (and subsequently EU GNSS DA) COMSEC events reported to the programme as part of delegation agreement reporting, and SAB CDA TF for scrutiny purposes. GSA DA (and subsequently EU GNSS DA) COMSEC incidents reported to GSA Local Security Officer for forwarding to DG.GROW Security Office as per EC Security Regulation. High-level metrics reported to SAB CDA TF. If matter involved GSA security accreditation authority accreditations, then reported to GSA security accreditation authority.
	COMSEC account identified by the relevant COMSEC body within the EU and the Member States (This is an EU GNSS DA task)	See report for Task 1.3.2.
	Establish a centralised accounting and shipment tracking (system, receivers, components) of GNSS COMSEC material (This is an EU GNSS DA task)	See report for Task 1.3.3(D).
Task 1.3.4 FKC management tasks <i>This is a SAB Assurance task.</i>	Draft the FKC work programme	See report for Task 1.3.3(B).
	Prepare the FKC budget	See report for Task 1.3.3(C).
	Report to the CDA and SAB as appropriate	See report for Task 1.3.1.
	With the technical support of GSMC staff, ensure the functioning of the FKC.	The FKC successfully deployed and provided COMSEC services for the protection of the flight keys and satellites in the only Galileo launch of 2014, from April to August 2014. GSMC support was not heavily required but was utilised when needed. FKC deployed and operated on the basis of their Launch 3 procedures, providing full reports on all their operations for SAB CDA TF review and provision of launch reporting status and COMSEC compliance to the SAB. The recommendations for revision of the FKC procedures were detailed by FKC in their Launch 3 final report and endorsed by the SAB CDA TF. All reports were compiled into a launch pack and made available to the Programme, ESA and the SAB (held by SAB CDA TF in an archive).

Task 1.4: System Level Accreditation Tasks		
Task	Indicators	Results
Task 1.4.1 Review existing strategies to ensure consistency with the regulation	Review of Security Accreditation Strategies and adaptations as necessary	Work started in 2014 in order to consolidate the existing Security Accreditation Strategies for Galileo and EGNOS into a single comprehensive strategy applicable to all European GNSS systems. The main principles were submitted to SAB in October 2014, following which the drafting of such strategy begun.
Task 1.4.2 Security Accreditation Strategy for services, including Initial Services	Recommendations to GSAP/SAB Ensure the Security Accreditation Strategy for Initial Services is applied.	The Initial Services security accreditation activities began. Based on the recommendation from GSAP, the SAB issued in January 2014 a decision related to the required deliveries and timeline in view of the accreditation of initial Services.
Task 1.4.3 Ensure EGNOS Security Accreditation Strategy is applied	Finalisation of EGNOS Security Accreditation Strategy (if not done in 2013) and Recommendations to GSAP/SAB	The EGNOS Security Accreditation Strategy was finalised and adopted by SAB in January 2014. Preparatory security accreditation activities started. SAB approved the recommendation to carry out a security vulnerability assessment of the EGNOS Data Access Service (EDAS) in July 2014, following which the Security Accreditation team has initiated the preparatory activities in order to carry this test in the first months of 2015. The EGNOS Security Accreditation and Certification Plan was reviewed and approved by SAB in November 2014.
Task 1.4.4 System audits/reviews	Recommendations to GSAP/SAB	The Security Accreditation team carried out a number of security accreditation reviews to prepare the accreditation of the third and fourth Galileo Launches, the accreditation of Initial Services and the accreditation of EGNOS. Recommendations to GSAP and SAB were made accordingly.
Task 1.4.5 Security vulnerability analysis and system security tests	Recommendations to GSAP/SAB	The Security Accreditation team organised a second network security test campaign on the Galileo system in February 2014, jointly with the competent authorities of a Member State; this second campaign for Galileo, more comprehensive, permitted to assess the progress of the first one carried out in 2012 and lessons to learn for the future. In addition, following a SAB decision in July 2014 to carry out a security vulnerability assessment of the EGNOS Data Access Service (EDAS), preparatory activities have been undertaken to perform this test in the first months of 2015. The Security Accreditation team has also undertaken the preparatory activities for a security vulnerability analysis of certain networks deployed for supporting SAB activities within the Agency. Recommendations to GSAP and SAB were made accordingly.
Task 1.4.6 Security risk management	Record and monitor risks, treatment plans Recommendations to GSAP/SAB	The security risks identified by the programme have been recorded and reviewed. In a number of cases, GSAP recommended to adapt these risks or their levels. Treatment plans proposed by the Programme in order to reduce the identified risks have been recorded and reviewed; recommendations were made to SAB accordingly.

Task 1.5: Local Sites Accreditation Tasks		
Task	Indicators	Results
Task 1.5.1 Review/Adapt the Site Authorisation to Operate (SATO) procedure, including changes and auditing part	Revision of SATO procedure to ensure consistency with the regulation and include accreditation of changes and continuous audits.	The SATO procedure was reviewed to include the site re-accreditation. The SAB approval process was initiated.
Task 1.5.2 Participate to Galileo site accreditation activities	Plan activities to ensure the sites meet the security requirements expected for the launches and Initial Services ; carry out 20-25 activities and reports to the GSAP/ SAB accordingly.	The security Accreditation Team coordinated with programme activities to ensure the Galileo sites meet the security requirements expected for the launches and the Initial Authorisation To Operate the system (IATO). Reports were provided to the GSAP and the SAB accordingly, leading to the issuance of 14 Site Authorisations to Operate (either first authorisations for new sites deployed or changes to existing authorisation for sites already deployed). By the end of the year, 31 sites had valid Site Authorisations to Operate.
Task 1.5.3 Plan and lead audits	0-5 activities in 2014 to verify the sites continuously meets the security requirements for exploitation (ES/IOC)	Preparation activities have been undertaken and the procedures have been adapted (see sub-task task 1.5.1).
Task 1.5.4 Start EGNOS site accreditation activities	0-5 activities in 2014 depending upon the adoption of the EGNOS Security Accreditation Strategy	Preparation activities have started. Terms of reference for such visits have been drafted and were endorsed by GSAP.
Task 1.5.5 Prepare GSA to act as LSA	Propose organisation and procedures for GSA to discharge its responsibilities as Local Security Authority.	The Agency acted as the Local Security Authority for the first time for the site accreditation of the Galileo GPS Time Offset located in the US Naval Office. No activity was carried out in the reporting period.

Task 1.6: Security Component Level Accreditation Tasks		
Task	Indicators	Results
Task 1.6.1 Monitoring of component first and second evaluation		Component certificates for the third Galileo Launch have been monitored and reports were made to GSAP and SAB accordingly. More generally, component first and second evaluations have been monitored and reports were made to GSAP and SAB accordingly.

Task 1.7: User Segment Accreditation Tasks		
Task	Indicators	Results
Task 1.7.1 Establish a PRS US SAS in line with the applicable legislation.	Develop/maintain a US SAS notably to ensure compliance with the Common Minimum Standards	A PRS User Segment Security Accreditation Strategy has been drafted and has been subject to consultations with GSAP. However, this task has been put on hold due to the withdrawal of the Delegated Act on Common Minimum Standards (CMS) and the delays in the development of a refined version of the CMS, the adoption of which being considered to be a pre-requisite for the further development of the User Segment Security Accreditation Strategy.
Task 1.7.2 Establish procedures implementing the PRS US SAS	Propose to GSAP/SAB procedures for the authorisation of PRS Manufacturers in accordance with the PRS US SAS	An interim regime had been established for the authorisation of PRS Manufacturers by the SAB pending the entry into force of the CMS and of the PRS User Segment SAS. This interim regime was subject to a comprehensive review in 2014 in order to simplify the process and bring more flexibility to the Competent PRS authorities whilst preserving the level of security assurance. Version 2.0 of guidelines was approved by SAB in November 2014.
Task 1.7.3 Implement the PRS Manufacturers accreditation process	100% of new requests for authorisation administrated and recommendations made to GSAP/SAB accordingly	All new requests for authorisation were administrated in accordance with the current version of the process and recommendations made to GSAP/SAB accordingly. In 2014, 27 additional authorisations were issued by SAB to European companies supporting or directly involved in the development of PRS technology.
	100% of valid interim authorisations re-authorised.	Preparatory activities for the conversion of the valid interim authorisations started in November 2014 upon adoption of the SAB decision of the version 2.0 of the interim process (see sub-task 1.7.2 for details).
Task 1.7.4 Contribute to the oversight of the PRS US	Oversee, with Local Site Accreditation Authorities, the deployment of POCPs within CPAs	Oversight activities for the deployment of POCPs within CPAs have been postponed beyond 2014 due to delays in the development and deployment of the infrastructure.
	Support audits and inspections related to Decision N°1104/2011/EU of the European Parliament and of the Council	Audits and inspections related to Decision N°1104/2011/EU of the European Parliament and of the Council have been postponed beyond 2014 due to delays in the adoption of the CMS.
	Support audits and inspections of Competent PRS Authorities by EC and Member State	Audits and inspections of Competent PRS Authorities by EC and Member State have been postponed beyond 2014 due to delays in the adoption of the CMS.

1.1.2 Galileo Security Monitoring Centre

The Agency has a broad mission to prepare itself to become capable of delivering its GSMC operational capability. Four types of activities have contributed to that end with significant progresses towards operational readiness:

- GSMC Nucleus: in the interim period until full GSMC capability is available, the GSMC Nucleus offered early security monitoring and reaction capabilities. The capabilities of the GSMC nucleus have been pursued with deployment to Brussels at the European External Action Service during the launch campaign, and the chain of command has been further developed with simulations of chain of command activation. The transfer of activities to Saint-Germain-en-Laye has been prepared² with the transfer expected to be executed in 2015.
- GSMC Organisational Design:
 - Concerning ramp-up, a further 3 operational staff team members have been recruited completing at least two posts in each of the three main types of roles (Security Monitoring, PRS Access, and Operational Analysis) and a recruiting back up has been established. In the UK, a Security Implementation Officer was hired.
 - The organisational processes were further established and a strong contribution was provided to the achievement of the ISO 9001 certification by establishing a full list of the existing and required processes, focussing also on the establishment of cross-cutting processes e.g. document management, the setting up of an anomaly review board and task management.
 - As demonstrated at the GSMC Key Point 2 milestone and subsequent activities, the GSMC prepared itself well by drafting most mission orientated procedures regarding security monitoring, PRS access in line with the GSMC concept of Operations, and establishing the approach towards further milestones that were expected in 2015 (OVR and ORR), for example by drafting first ideas on the validation activities.
 - Progress was achieved in the design of operations supporting activities such as a generic anomaly review board and early hardware/software change procedures or operations business activities (e.g. planned and unplanned site handovers).
- The accreditation of GSA EUCI systems was maintained through the period for France, and was obtained for EUCI deployment after the Security Acceptance Review for the 2nd part of the year.
- The GSMC developed a proposal for managing the interactions with customers in the future.
- Contribution to Operational Equipment Developments: as future user of Galileo IT operational equipment, the GSA GSMC team has continued to contribute to the design specifications and reviews in order to ensure that the GSMC equipment is appropriate for the long-term missions.
 - This resulted in a number of formal requests to the programme to launch the procurement SSRS compliance recovery of features that were not part of the initial Work Package 2 contract (e.g. local site redundancy) and to propose evolutions. The GSMC also produced a ‘familiarisation report’ of the very first installation in France of the GSF assets by WP2 which identified early GSMC needs in order to be able to complete operational testing in 2015, and thus to engage the Commission and ESA for their required support from Work packages 1, 2 and 6.
 - Work package 2 was supported throughout the year in its deployment of a pre-operational and a validation chain in France as well as a pre-operational chain in the UK³ from mid-2014.
- Hosting Infrastructure and services:
 - In France, most of the year was devoted to the ramp-up of the hosting services and to improving the infrastructure based on Agency on site experience resulting from the staff transfer in September 2013.
 - In the UK, the main result was achieved in May with the authorisation to deploy and kick-off of work package 2. Prior to this, the GSMC successfully passed the Technical and Security Acceptance Review milestones.

2. Activation in 2015

3. Deployment of a validation chain in the UK is, as part of WP2 contract, foreseen at the end of contract when all validation activities and acceptance of dual site features have been performed.

1.1.2.1 Summary of Main Tasks

Task 1: GSMC Nucleus Activities		
Task	Indicators	Results
Task 1.1 Continue the operation of the GSMC Nucleus with year round 24/7 on call roster and ensure its continuity – permanent with a level of unavailability lower than 5% on the overall year.		The GSMC-N for routine operations was maintained at 100% availability throughout the year. However, availability for ATL#3 was not achieved due to communications infrastructure issues. The GSMC-N worked with other stakeholders to ensure overall security monitoring capabilities were not degraded.
Task 1.2 Prepare the GSMC security monitoring and reaction capabilities for the initial services in 2014.		The GSMC prepared all necessary GSMC procedures, tools and products to deliver the GSMC-N contribution to Initial Services. The GSMC is ready for the Initial Service Validation Readiness Review. However, both the start of Initial Service and the start of Initial Services validation have been delayed by the Programme beyond the end of 2014.
Task 1.3 Support the access to PRS keys in accordance with the agreed operational interfaces and scenarios for security and PRS.		The Agency is ready, as part of Early Service preparations, to deliver this support. However, the delay by the Programme of the implementation of the Early Service Operational Interfaces and Scenarios beyond 2014 means that this support, while ready for deployment, has not started.
Task 1.4 Contribute to the reinforcement of the IOV Security Chain of Command, including validation and implementation of a Simulation Plan, development, testing and qualification of related procedures, validation of a Development Plan for the chain of command up to final configuration.		Achievements: The GSMC developed and maintained the Chain of Command roadmap during 2014, integrating inputs from ESA and Member States. The GSMC organised and executed two simulations as part of the Incident Response Coordination Working Group (formerly the Chain of Command) during 2014.
Task 1.5 Update GSMC CONOPS.		The GSMC issued a new version of the GSMC CONOPS to the GSMC Operations Key Point 2 Review in March 2014. This version was reviewed during the panel and the GSMC implemented the panel's, and board's, RIDS. A final version was issued as part of the Key Point 2 Close Out, marking the success update and endorsement of this important cornerstone document of GSMC operations.
Task 1.6 Technical support in the definition of crypto maintenance policy	No policy exists on the management of crypto material in normal operation, i.e. crypto period and the maintenance of the PRS Tree. The scope of this activity is to provide technical support to the CDA team in drafting a policy that would find a balance between the security needs and the operational costs.	The GSMC provided inputs for a possible policy to the European Commission as a close out action of Key Point 2.
Task 1.7 Support to the CDA (operational tasks)	Create a GSMC COMSEC technical channel.	Regular coordination with the CDA Chair has occurred. A COMSEC Technical channel was achieved through the distribution authority at operational level (including COMSEC Incidents reporting line), and at SAB CDA level for the programme assurance and risk assessment (COMSEC Incidents).
	Create a GSMC COMSEC account identified by the relevant COMSEC body within the EU and the Member States.	Two GSMC Crypto Accounts were created (and are operational now) initially under the Agency's distribution authority, but then migrated under EU GNSS DA (for GNSS crypto material).

Task	Indicators	Results
	Control and safeguard GSMC COMSEC material held by the Agency.	GSMC Crypto material is controlled in accordance with EU COMSEC regulations (Annex H of PSI, TECH-I) translated into local GSMC COMSEC SOP and Crypto Accounts SOP approved by the Agency DA. Control of crypto material is achieved through regular COMSEC audits and monthly inventories in accordance with GSMC policies.
	Establish and periodically test general GSMC COMSEC procedures and emergency plans.	The procedures were tested and emergency plans are in progress. GSMC procedures are currently tested and implemented through different processes (accountability, transportations, audits and inventories, COMSEC authorisations). GSMC COMSEC Emergency Action Plan is in progress, the evacuation part still has to be defined. Until the GSMC COMSEC Emergency Action Plan is finalised, a procedure regarding COMSEC for the Standby Officer ⁴ has been defined.
	Define the first immediate actions to be performed in case of an unexpected event that could affect crypto/CCI security.	The immediate actions are defined in GSMC COMSEC SOP – reporting line is the Agency DA/EU GNSS DA who will escalate at Commission Crypto Authority. Initial measures are taken locally (informing FR local authorities through GSMC LSO, quarantine), once the GSMC COMSEC Emergency Action Plan is issued another options will be available (evacuation, partial/complete emergency destruction).
	Centralise the accounting of GSMC COMSEC material, without prejudice to the provisions of Decision 1104/2011/EU.	GSMC COMSEC items accountability (for its crypto accounts) is centrally performed at the GSMC in France, reported in the future to EU GNSS DA (in accordance with EU GNSS DA COMSEC policies – which are in progress). Currently GSMC has no PRS crypto material.
	Centralise shipment tracking of GSMC COMSEC material (system, receivers, components), without prejudice to the provisions of Decision 1104/2011/EU.	Currently most shipments have been done to/from the site in France, the shipments preparation (e.g. transport plans) to/from the UK site were done from France. All COMSEC deliveries are traced and documented by Transportations Plans at GSMC (approved by the Agency DA).
	Perform periodical security briefings to guarantee the constant appropriate use of the GSMC cryptographic systems.	Periodical COMSEC security briefings are performed as well as GSMC COMSEC Authorisations provided to individual users to access GSMC COMSEC material.
	Implement CDA instructions as needed.	The Agency DA/GNSS DA instructions are defined and implemented through GSMC COMSEC SOP; programme COMSEC risks are evaluated at SAB CDA level providing assurance for the GNSS crypto material management.
Task 1.8 Specific operational tasks of the FKC during each Launch Campaign	Carry out FKC-Steps 1 to 11.	The GSMC supported the hosting of the FKC chairperson and equipment at the GSMC site in France. Regarding FKC steps, please refer to the section 'Security', TASK 1.3: CDA/FKC MANAGEMENT TASKS Task 1.3.4, FKC management tasks.

4. Not yet activated as of end 2014

Task 2: Initial Site Hosting Operations

Achievements: See details in Task 6

Task 3: GSMC Organisational Design

Task	Indicators	Results
Task 3.1 Design of the operational, technical and administrative procedures	All GSMC operational, technical and administrative procedures necessary for contributing, as requested by the Programme, to the integration and testing of GSMC equipment in place and operators trained on these procedures.	The GSMC developed two-thirds of the GSMC operations procedures for GSMC operations, with the remaining third under development via an external support contracted. All operational procedures will be delivered in time for the start of the GSMC Operations Validation Readiness Review.
	All specific CDA operating procedures defined, tested and qualified.	GSMC crypto required procedures list and scope have been established (they will be drafted in 2015).
	Draft rules and procedures to cover shift working, shift allowances and on call procedures.	<ul style="list-style-type: none"> A draft shift working policy has been created to meet the needs of GSMC operations and has been submitted to HR and Legal for review and completion. On call procedures: Drafts have been established regarding hosting and local security (not activated).
	Draft emergency recovery procedures.	Procedures with guards of the GSMC have been established for emergencies and calling corresponding emergency services (public or from military camp des loges). A fire evacuation test has been performed. Emergency 'shut-down' of the GSF equipment procedure has been established with guard in case of cooling failure.
	Update GSMC Business Continuity Plan.	The planning towards establishing such a plan had been done, drafting the list of required documents and contents, and phases to establish them.
Task 3.2 Management of GSMC project	<ul style="list-style-type: none"> Overall GSMC project coordination. Update of GSMC Recruitment Plan (2014-2017). Update GSMC Risk Register 	<ul style="list-style-type: none"> An update has been released as part of GSMC OPS KP2 milestone; a new one is foreseen in 2015 as part of GSMC OPS OVR. On a regular basis (monthly check) in line with dedicated GSMC risk management procedure (GEN-PRO-GSA-GSMC-106950) released in Jan. 2014 and updated in Dec. 2014, in line with outcome of successful ISO 9011 quality audit and certification.
Task 3.3 Support the PRS team on the preparation of PRS service provision	Support to the PRS pilot project, including the PRS receivers' development and the definition of PRS service.	The GSMC supported the PRS team for P3RS2 and PRS4PMR procurements. In addition, the GSMC has made a proposal for the GSMC contribution to PRS Pilot projects.
	Support to the definition of Joint Action implementation concepts in case of international crisis situations, as described in 2004/552/CFSP.	The GSMC supported the work of the European Commission in providing programme expertise to the European External Action Service (EEAS) through workshops held with the EEAS in September 2014. The GSMC prepared GSMC procedures for the implementation of COUNCIL DECISION 2014/496/CFSP of 22 July 2014, which repeals 2004/552/CFSP.

Task	Indicators	Results
	Define the standard to perform the technical assistance to Competent PRS Authorities (CPA) requesting the support of the Agency in order to perform their task.	The GSMC has prepared a proposal for the GSMC contribution to this Security Department objective. In addition, the GSMC developed a proposal for the implementation of a Service Desk concept to support this task at the appropriate time, which is under consideration by the European Commission as part of the Exploitation Delegation Agreement.
	Maintenance, exploitation, validation and update of MODAF simulator as an off-line expertise tool of the GSMC supporting PRS access.	The GSMC followed the ESA development of the Galileo System MODAF model, and is preparing an analysis of its possible future use.

Task 4: EC-GSA Working Arrangement on GSMC ⁵	
Task	Results
Task 4.1 Respond in time to any EC request, for review of documentation produced by the Galileo Programme under the IOV, IOC and FOC phases linked to the GSF and CMS.	The GSMC contributed to the GMS V2.0 Acceptance Review and the FM5/6 Acceptance Review as a security panel expert. The GSMC participated to the development of Cyber Preventative improvements.
Task 4.2 Participate as observer to the Program Change Control Board, Program Management Meetings and, depending on the agenda, to the Quarterly Project Meetings.	The GSMC participated as observer and provided contribution via the Agency's Galileo Exploitation team, mostly at the end of the reporting period regarding needs for Galileo Secure Facility compliance recovery procurement, and on the technical baselines planned for Galileo handover to exploitation. From time to time a monitoring of the Project Control Board documentation was performed.
Task 4.3 Support the definition and update the GSMC development plan under the responsibility of the EC, as required by events.	This was achieved as part of GSMC OPS Key Point 2 milestone in particular by the release and approval of a "Galileo Security Monitoring Centre Operations Management Plan" (GAL-PL-GSA-GSMC-X-102722-v02-1, 2 July 2014) and of a "Galileo Security Facility Operations Baseline Schedule and Review Calendar" (ref. GAL-SCH-GSA-GSMC-X-102701-v02-1, 1 July 2014)
Task 4.4 Define and update the GMSC risk register in coordination with the EC, as required by events.	This is already covered by task 3.2 on Project Management. The purpose of Task 4.4 is to trace formally a commitment taken with the EC on risk management. Specific achievement to note is through GSMC reporting to EC including on a case by case (e.g. GSMC dashboard) main risks from GSMC risk register.
Task 4.5 Support the definition and update of the plan of needed program decisions under the responsibility of the EC, to facilitate operation hand-over to the Agency, as required by events.	The GSMC contributed to inputs for Galileo handover to exploitation phase, in particular by drafting Galileo Classified Service requirements documents to be submitted to EC for validation.

5. As defined in the "Agreement in the form of Exchange of Letters on a Working Arrangement for the execution of security related tasks of the European GNSS programmes between the European Commission and the European GNSS Agency", Ref. ENTR/GP2 AN/am Ares (2010)1087450 dated 28 January 2011.

Task	Results
Task 4.6 Provide a report to the Commission of the main issues/ findings after each review.	The GSMC prepared and presented to the European Commission a summary report of all the findings made by the GSMC during the GSF P1.0 familiarisation-testing phase. During this phase, the GSMC executed tests for all GSMC Operational Scenarios and developed a list of open issues and evolutions for the GSF equipment, which was reported to the European Commission.
Task 4.7 Participate in the monitoring of the GSF (GSMC & POC-P) infrastructure development and deployment in order to prepare the recruitment, training and deployment on sites of the staff in charge of operating the Galileo Security Centre. For the POC-P to be deployed in Member States, the Agency will contribute to develop guidelines and, if needed, to develop training.	<ul style="list-style-type: none"> • The GSMC ran the P1.0 familiarisation campaign and used the feedback to make modifications to operator training. In addition, the GSMC developed a proposal to the European Commission related to POCP training which the European Commission is considering under the Exploitation Delegation agreement. • For Technical Support to Operations: limited progress as the maturity of the deployed infrastructure, the available documentation and the trainings were not yet performed as of end 2014 by work package 2 due to delay from WP2 (activity postponed in 2015).
Task 4.8 Follow-up the GSF technical definition and procurement undertaken by ESA in order to develop the knowledge and expertise associated to its future role of operator for the Galileo Security Monitoring Centre and for contributing to the qualification of the GSF when requested by the Galileo Programme.	See Tasks 4.2 and 4.7.
Task 4.9 Contribute to the consolidation of the operational interfaces and scenarios for security and PRS and develop the corresponding operational procedures, especially taking into account the management of the GSMC interfaces, for approval by the Commission.	The GSMC has consolidated the Early Service scenarios with ESA and these have been approved. In addition, the GSMC consolidated the GSMC CONOPS, which contains the full list of operational scenarios for GSMC operations. The European Commission endorsed this file as part of the GSMC Operations Key Point 2 review.
Task 4.10 Contribute in the specification and validation of the "Man-Machine Interface" and develop tools, with the close cooperation of ESA for the validation of the simulations, to anticipate the installation of GSMC & POC-P and to optimise the use of the system. Some of the tools will be MS oriented.	The GSMC set up the GSMC Operations Working Group with ESA in which the findings of the GSMC validation activities such as the P1.0 familiarisation campaign are reported to ESA and tacked with the Galileo Secure Facility developer to allow changes and optimisations to the use of the equipment.

Task 5: Contribution to Operational Equipment Developments

Task	Results
Task 5.1 Respond in due time to any EC request for review of documentation produced by the Galileo Programme linked to the GSF. This task includes also the support to the deployment and qualification of the GSF equipment.	<ul style="list-style-type: none"> • Requests to the program to launch the procurement SSRS compliance recovery of features that were not part of the initial Work Package 2 contract (e.g. local site redundancy) and to propose evolutions. • The GSMC also produced a 'familiarisation report' of the very first installation in France of the Galileo Secure Facility assets by WP2 which enabled to identify early GSMC's needs in order to be able to complete operational testing in 2015, and thus to engage the Commission and ESA for the required support from WP1/WP2/WP6.
Task 5.2 Required the GSMC to: Participate as Member in the Programme Change Control Board (PCCB).	Achievements: Same as 4.2.

Task 6: Hosting Infrastructure Agreement

This task is broken down into the following sub-tasks:

Task	Results
Task 6.1 GSMC sites (Saint Germain en Laye and Swanwick) secured and accredited by the SAA.	The French site accreditation was maintained. The UK site's accreditation was achieved in May 2014.
Task 6.2 Hosting Provider contract manager: The Agency will manage the hosting agreement relationship with France and UK that have committed to deliver the building infrastructure for the GSMC.	<ul style="list-style-type: none"> • In France, most of the year was devoted to ramp-up the hosting services and improve the infrastructure based on our on-site experience resulting from the staff transfer in September 2013. • Until July 2014, the Agency had identified more than 100 calls for warranty that were formally raised towards the Ministry of Defence⁶, some of which still needed to be resolved as of the end 2014. • With our contractor for facilities management services, and in close cooperation with the Ministry of Defence/ CNES when appropriate⁷, the main efforts were about (1) establishing level 1 to level 3 maintenance procedures (which were acknowledged by the Ministry of Defence as building owner) and (2) setting up on-call procedures and KPI management, (3) analysing actual compliance to site requirements (e.g. office cooling which was fixed by CNES in Q4, commissioning a report on electricity resiliency), building specifications for cooling generation redundancy⁸, (4) working with Ministry of Defence (the Agency's counterparty in the 'Convention de Site' agreement) for the setup of services expected by the GSMC from the local units and identify areas of satisfaction or dissatisfaction with the implementation of the agreement. • In the UK, the main result was achieved first in May with the authorisation to deploy and kick-off of WP2. Prior to this, the GSMC successfully passed the Technical as well as Security Acceptance Review milestones.
Task 6.2 Equipment 1st line Maintenance: The Agency will perform 1st line maintenance (check and spare parts exchanges only) on the building infrastructure and on the operational equipment (based on instruction manuals provided by France and the UK and ESA/WP2 provider respectively).	There was limited progress as the maturity of the deployed infrastructure, the available documentation and the trainings were not yet performed as of the end of 2014 by WP2.

6. Ministry of Defence being the sole contractual party of the GSA for such matters. However, CNES, which was in the lead for the building construction, further supported the process within their budget constraints.

7. Ministry of Defence as they are site owners and also with CNES for warranty/calls.

8. The solution design was based on a CNES-provided resiliency report on heating, ventilation and cooling. Implementation was ordered early 2015 after the Ministry of Defence approved it.

Task 7: Deploy the Necessary ICT and Logistics Infrastructure in Both Sites

Task	Indicators	Results
Task 7.1 Procure, install, configure and deploy the new infrastructure for the GSMC (support to operations, administrative network, GRUE network)	Infrastructure in place.	The GRUE was maintained in France and the Administrative network deployed in the UK. Further connectivity for support of GDDN deployment occurred for both sites.
Task 7.2 Ensure the successful accreditation of all systems (extensions of systems deployed previously in the Prague HQ)	Accreditation decision – Approval to operate or interim approval to operate.	The French GSUE, GRUE Stand alone, SINA-Mission Network (EU SECRET link with ESA) were all achieved.

Task 8: Establish and Maintain Efficient Communication with the Agency HQ in Prague from Both Sites

Task	Indicators	Results
Task 8.1 Establish/maintain connectivity with Agency HQ in Prague via GRUE WAN up to Restreint UE (voice, video, data)	Link operational and accredited.	This was not achieved, the GRUE V2 having suffered delay across the Agency.
Task 8.2 Establish/maintain connectivity with Agency HQ via SINA up to Secret UE (voice, video, data)	Link operational and accredited.	The SINA-Mission network connectivity with ESA was achieved. Combined with the same connectivity between GSA HQ and ESA, it is technically possible to exchange information via ESA ⁹ .

Task 9: Preparation of GSMC Service Support Functions

Task	Indicators	Results
Task 9.1 Preparation of GSMC Customer Interactions: Support EC and ESA in the interfaces with EEAS, CPA and WP6	GSMC interface procedures.	The GSMC has participated in workshops with the EEAS. Although limited in scope and progress, the GSMC has held one workshop with WP6. The GSMC has contributed to CPA awareness days hosted by the European Commission.
Task 9.2 Preparation of GSMC Service KPIs: The GSF Operations Statement of Work requires the GSMC to develop and propose a set of Key Performance Indicators for GSMC operations.	Development of a set of KPIs for GSMC Operations	The GSMC prepared a draft set of Operational mission KPIs for GSMC operations which will be reviewed by the programme during 2015. Hosting Support KPI: have been developed and have been in ramp-up/stabilisation phase as of end of year.

9. Possibility is used only occasionally as the need to know of ESA may not be present. The direct HQ to GSMC is anticipated for the SINA Network V2.

1.1.3 Security Tasks other than GSMC and Accreditation

This section summarises the outcomes of security-related tasks performed in 2014 regarding:

- PRS Implementation Plan and PRS Decision 1104/2011
- The Agency's Central Security office
- Support to Security Requirements & Standards
- General Support to the European Commission on Security
- The EC-GSA Working Arrangement on PRS User segment

The main objectives for 2014 recalled hereafter were broadly achieved:

- Complete the Security department organisation, including the set-up of a security requirements and standards section

- Support the Commission on the PRS CMS flow-down and develop documents to support the implementation of the CMS
- Support the Commission on the security aspects of the initial services preparation, in particular on the PRS, including its user segment
- Deployment of a central security office, including a secured document management system
- Development and deployment of security systems/procedures, including central register (central security office)

1.1.3.1 Summary of Main Tasks

The next table details the status of achievement. The tasks listed here are all included in the Agency's Annual Work Programme; the reference numbers allow for cross-referencing. Task 1 refers to accreditation activities; these are all described in section 7.1.1.

Task 2: PRS Implementation Plan and PRS Decision 1104/2011		
Task	Indicators	Results
Task 2.1 Acting as Competent PRS authority	Appropriate arrangements in place if the Agency is so designated by the Council, the Commission and the EEAS and by other union agencies and international organization.	This was not requested by any institution, agency or international organisation.
Task 2.2 Provide technical Assistance to Competent PRS Authorities	Provide technical assistance to CPA if needed to perform appropriate tasks, subject to specific arrangements and resourcing.	<ul style="list-style-type: none"> • A first CPA workshop was organised at the Agency's headquarters; 19 Member States attended. • A draft guide for the CPA establishment was released to CPAs in support of their activities. • The Agency actively supported 3 national workshops on PRS. • The Agency obtained the active involvement of CPAs in all Agency-led reviews of PRS user segment contracts. • The Agency conducted PRS industry consultation with the participation of 31 companies • Through intensive consultations with the CPAs, an agreement on an overall mid-term PRS user segment roadmap was agreed with full support of the programme and the Member States Competent PRS Authorities.
Task 2.3 CMS assistance to the EC	Ensure that CPAs comply with CMS, in particular by carrying out audit and inspections.	This was not requested as the CMS were not in place by the end of the reporting period.

Task 3: GSA Central Security Office		
Task	Indicators	Results
Task 3.1 Develop/amend policies and procedures for the corporate security of the Agency, including for DMS, in line with the EU rules and the quality project	Number of policies/procedures established/amended.	The maintenance of physical security at the GSA HQ building in Prague turned out to be the decisive task, as the major reconstruction of the premises (after vacating the building by the personnel of the Czech Ministry of Finance, who had shared the premises with the Agency since its arrival in Prague) have taken place. Vast logistical measures had to be adopted in order to keep the Agency staff, EUCI and the premises safe.
Task 3.2 Ensure the physical security of the headquarters in liaison with the NSA	100% of facilities accredited/reaccredited 100% of reported incidents investigated and treated.	All the necessary facilities/systems were accredited or reaccredited according to the Agency's needs. Additionally the (rather limited) number of security incidents were given the proper attention, investigated and closed.
Task 3.3 Administrate the GSA staff PSC's and authorisations	100% of PSCs administrated in liaison with the MS's NSA. 100% of the authorisations administrated.	The Personal Security Clearance process progresses smoothly. The length of the process differs in many respects, depending on the national authorities, but as the system of defining the level of necessary clearance for individual positions had been well established (through close cooperation between the CSO and the Human Resources department); there are no delays on the CSO side.
Task 3.4 Administrate the GSA Central EUCI Register and checking decentralised registers	100% guarantee of compliance with 2001/844/EC for the central and decentralised registers	A single staff member (the Registry Control Officer) provides for EUCI management; in spite of great overload, it is running well. A new internal working group, with the participation of CSO and GSMC representatives, was established, with the objective to define the system of the GSA Central Register and its sub-registers at other sites of the Agency.
Task 3.5 Develop the security training plan for GSA personnel and ensure the implementation at GSA facilities	Approval of the corporate security training plan; checking the implementation at GSA headquarters, GSMC and GSC.	A security training plan is still to be developed. Due to an extreme lack of manpower (CSO manager responsible for the task was recruited only in mid-September 2014), at the moment only initial briefings to staff are provided at the start of a job contract. Work was undertaken to ensure better cross-GSA security training of the Agency staff on physical and industrial security, as well as EUCI protection.
Task 3.6 Administration of keys for the various groups (GNSS SB, SAB, GSAP, etc...)	Timely generation, distributing and administration of keys for all groups.	A completely new system of keys was developed at the end of 2014, so the distribution of keys for 2015 could take place based on the simplified rules (distribution from GSA to National Security Authorities, which took over further distribution to respective bodies and WGs; previously, the whole process up to the final user was managed by GSA LSO only). The development and fine-tuning of the system resulted in several occasions in last-minute distribution. The new system proved itself to be operational and working well.
Task 3.7 Prepare the GSA secured networks for accreditation by the SAA	Decision by the SAA to accredit the GSA secured network RUEs	The development of the crucial RUE secure network has been delayed to 2015.

Task	Indicators	Results
Task 3.8 Ensure the security aspects of the extension of the Prague HQ facilities	In view of the full occupation of the Prague HQ by January 2015, preparation and implementation of the security related aspects in coordination with the relevant services of the Agency and of the Czech authorities.	In spite of huge reconstruction works at the Prague HQ (planned to continue until mid-2015), all necessary security measures were adopted, ensuring the security of the site. Although due to the works, many aspects require changes on virtually a daily basis, the security of the site was maintained all the time. Close liaison with Czech authorities was established; negotiations with the Ministry of Interior and the Ministry of Defence to incorporate the Agency into the National Critical Infrastructure are underway.
Task 3.9 Ensure industrial security in line with EU rules	Advising and preparing on security aspects of GSA industrial contracts. Guarantee 100% compliance with 2006/548/EC	The CSO fulfils its role of an advisory body during relevant industrial contracts preparations. No non-compliance was detected.
Task 3.10 Develop security oversight procedures and ensure the implementation at GSA facilities in compliance with 2001/844/EC	Approval of a corporate security oversight plan; implementing the plan at GSA headquarters; checking the implementation at GSA headquarters, GSMC and GSC. 100% compliance with 2001/844/EC	Compliance with 2001/ 844/EC was achieved successfully

Task 4: Support to Security Requirements & Standards	
Task	Results
Task 4.1 Participate in the meetings of the GNSS Security Board and its working groups , contribute to the reporting associated to the WG-PRS, the WG-NET, the WG-PCI, the TF-Control, and the TF-Launch, or any ad hoc group created under the GNSS Security Board roadmap as requested by the EC	The Agency actively participated in all GNSS SB meetings, including: <ul style="list-style-type: none"> • Participation and reporting to WGNET meetings (5) • Participation, Reporting and Secretariat of WGPRS (5). This included the chairmanship of WGPRS#37 on behalf of the EC • Elaboration of the Terms of Reference and Rules of Procedures of a new WG PRS User Segment Standards (WG PUSS) <p>It is worth noting that the GSA was leading contribution of establishment of a new WG under the GNSS SB (WG PUSS on PRS user segment standards)</p>
Task 4.2 Support flow-down implementation of the CMS	In anticipation of the CMS, the GSA elaborated a draft CMS PRS protection profile and the pre-operational receiver (P3RS2) Protection Profile.
Task 4.3 Participation in accreditation reviews under the IOV and FOC contracts	<ul style="list-style-type: none"> • The Agency participation in ESA deployment reviews is still limited and should be greatly improved. The participation was often decided following last minute request from the programme. A better organisation is required in the future. Note that extensive participation is normally ensured when topics are linked to Agency activities, such as: <ul style="list-style-type: none"> – GSMC operations preparation: Participation to the Galileo Secure Facility Key Point2 Review – Development of PRS receivers: Participation to the FOC Test User Receiver-PRS pre-Tender Evaluation Board and evaluation panel

Task	Results
Task 4.4 Participation in Security Accreditation Quarterly Meetings convened by the Commission involving the Agency, ESA and industry as relevant, as a means to prepare and coordinate for the security accreditation of the Galileo System and operations	These meetings no longer take place.
Task 4.5 Consultation with the Commission, in the frame of the preparation of the Security Accreditation Board meetings, on the agenda and the roadmap of the SAB and list those decisions items that may have an impact on the program as early as possible, before the actual meetings with a view to facilitate the program impact assessment in time for the EC representative to be able to present such impact to the SAB	These interactions take place before each SAB meeting during 2 separate SAB preparatory meetings.
Task 4.6 Participation as observer to the Program Change Control Board, the Program Management Meetings and, depending on the agenda, to the Quarterly Project Meetings	The Agency's participation in such boards and meetings is still limited and should be greatly improved. The participation was often decided following last minute requests from the programme. Better organisation is required in the future.
Task 4.7 Maintain the SSRS and other security requirements under a DOORS database for security accreditation purposes	The Agency did not undertake this task due to a lack of resources.
Task 4.8 Support the EC in updating the Galileo SSRS and other security requirements, as required	Although no formal evolution of the security requirements is anticipated at this stage, the Agency led the drafting of the EGMER-X (the mission evolution on security) and performing the consultation with the European GNSS Programme Committee and WG NET on behalf of the EC.
Task 4.9 Support the EC in updating the GNSS (Galileo and EGNOS) security threats and vulnerabilities analysis and risk assessment	The Agency contributed significantly to a better understanding of the security risks by performing penetration tests in the Galileo ground infrastructure and explaining the outcomes of such tests to all programme actors including at the highest management level.
Task 4.10 Support the EC in establishing any relevant EGNOS security-related requirements	<p>In 2014 the Agency prepared penetration test of the EGNOS EDAS infrastructure (such tests were performed in early 2015) which contributed to an in-depth understanding of this key EGNOS interface. The Agency also prepared the grounds for security inspections of the EGNOS stations, which should be started in 2015.</p> <p>The contract set up by ESA under EC delegation to establish consolidated security requirement from the design point of view was delayed but initial requirements were taken into account for the design of the next version of EGNOS (V3) to which the Agency contributed.</p>
Task 4.11 Update the security accreditation risk register, as required by events	The risk register remains under the book captainship of ESA, but the Agency contributed by providing the Statement of compliance to the security requirements for all the activities under its responsibilities.
Task 4.12 Update the plan of needed programme decisions to facilitate security accreditation decision, as required by events	The Agency continuously advises the Commission in this respect.
Task 4.13 Report to the Commission the main issues/findings after each review	This is in line with the outcomes of task 4.3
Task 4.14 Proposal for evolution of the SSRS3.9, based on an update of the Galileo Threat and Vulnerabilities study	The Commission did not request this task in the reporting period.

Task 5: General Support to the EC on Security		
Task	Indicators	Results
Task 5.1.1 Participate to the meetings of the GNSS Security Board and its working groups, contribute to the reporting associated to the WG-PRS, the WG-NET, the WG-PCI, the TF-Control, and the TF-Launch, or any ad hoc group created under the GNSS Security Board roadmap as requested by the EC	WG-PRS meetings inputs and outputs	This was fully achieved.

Task 5.2: Security Requirements & Standards	
Task	Results
Task 5.2.1 Provide technical engineering support on security aspects to the EGNOS and Galileo exploitation teams	There is one dedicated staff member in place in the EGNOS team. For GALILEO, while there is no dedicated FTE, the security department provides 2.5 FTE and dedicated staffs are expected to be hired in 2015
Task 5.2.2 Provision of technical, secretarial and logistical support to the WG-PRS and WG-NET	This task was fully achieved.
Task 5.2.3 Preparing documents in the form of minutes, technical notes analysis or draft DCNs, as required, depending on the topics	This task was fully achieved.

Task 6: EC-GSA Working Arrangement on PRS User Segment		
Task	Indicators	Results
Task 6.1 Participation to the WG-PRS	Regularly report on the progress of PRS User Segment implementation tasks and the Agency expertise support contracts	The Agency has regularly reported on the progress of these tasks.
Task 6.2 Technical assistance to the EC (I)	Consolidation of the concept of ultra-low cost PRS receivers (no SM)	The following activities were completed in support to the concept: <ul style="list-style-type: none"> • FP7 Project ULTRA successfully closed • SSS lot 1 activities on Remote PRS Processing : Phase A, draft Risk analysis, draft SSRS and SISRS Draft technical specification on H2020 tender on the topic
Task 6.3 Technical assistance to the EC(II)	Develop studies to minimise the complete cost of PRS receivers taking into account the price of human resources, key management, maintenance, etc. on the duration of life of receivers	Technical notes prepared under SSS lot 1 on: <ul style="list-style-type: none"> • Key management Principles (CUE) FRAME contracts were prepared and will be signed in 2015 supporting this objective

Task	Indicators	Results
Task 6.4 Technical assistance to the EC(III)	Support the development of demonstrators of PRS receivers, in particular those which are adequate for the purpose of trials foreseen in the PRS Pilot Projects (e.g. ULTRA)	Under SSS lot 1 a proposal for a demonstrator of the ULTRA concept in the frame of the PRS Pilot Project has been prepared and delivered as input document for the P3RS1 contract.
Task 6.5 Technical assistance to the EC(IV)	Develop roadmaps, trials, and the development of facilities particularly in support of Initial Services	The Agency developed a PRS user segment technological roadmap. This was agreed with the Programme and CPA. Due to the delay of Initial services, trials have been postponed to 2015-2016.
Task 6.6 Technical assistance to the EC (V)	Prepare documents in the form of minutes, technical notes, analysis, draft Statement of works, draft contracts or draft Document Changes Minimum notices, as required, depending on the topics	<p>The following documents were prepared:</p> <ul style="list-style-type: none"> • Draft Statement of work for H2020 and Fundamental Element PRS procurement • Comments and RID on programme procurement and reviews (GSF KP2 and FOC TUR-P) • Technical note on SiS anonymity <p>Amendment to P3RS2 and PRS4PMR contracts</p>

Task 7: Organisation

Task	Indicators	Results
Task 7.1 Complete the organisation of the Security Department in compliance with the applicable EU legislation	New organisation chart	This was fully achieved.
Task 7.2 Ensure the recruitment of qualified staff as per the establishment plan	100% of positions filled	This was fully achieved.
Task 7.3 Establish processes for the Security Department in compliance with the applicable EU legislation and the quality certification project	Establishment of procedures for all main processes of the department.	The main active processes in the department have been completed and are included in the GSA IMS which has been successfully ISO 9001 certified at the end of 2014.
Task 7.4 Administrate the contracts managed by Security Department	Administrate existing contracts (except Security Accreditation)	<p>All the contracts under the PRS section were managed according to the applicable framework and the budget allocated was spent according to planning. However, an extension of 6 months was granted to the FP7 project PRS4PMR in order to ensure full exploitation of the project results.</p> <p>The launch of the Horizon 2020 tenders was shifted to 2015 (still in line with the delegation agreement) and the preparation of the first Fundamental Element tender has been advanced, resulting in the ITT ready and approved by the Commission in December 2014.</p>

1.2 Market Development

The Agency's market development activities focus on implementing a market entry strategy for European GNSS for priority market segments, supported by market and technology monitoring activities.

1.2.1 Contribution to the Preparation of System Commercialisation

As defined in the GNSS Regulation, the Agency's core task is to contribute to the market take-up of European GNSS systems in order to maximize the socio-economic benefits stemming from their use. During the reporting period, the Agency focused on the following objectives:

- Support market readiness for the launch of Galileo services
- Implement market development actions focused on receiver manufacturers and early adopters
- Continue implementation of adoption roadmaps for EGNOS in priority markets
- Update market information monitoring process and technology monitoring process of key players in the value chain

Significant results were achieved towards increasing EU GNSS adoption by engaging users and value chain players. Some examples of these achievements include:

- In the road market segment, Slovakia adopted EGNOS in more than 15 000 Km of roads; this is the largest extension of a road user-charging network worldwide;

- In the location-based service market segment, cooperation with chipset manufacturers resulted in production of the first Galileo-enabled smartphones available for consumers;
- In the maritime market segment, the Agency became a member of the International Association of Lighthouse Authorities and will be able to provide a greater contribution to the maritime Position, Navigation and Timing (PNT) requirements definition, helping the move towards further adoption;
- In the Aviation market segment, the number of countries with EGNOS localiser performance with vertical guidance (LPV) procedures doubled since 2013;
- The GNSS service centre relationship management process was set up and is running within the EGNSS Service Centre;
- Almost 40% of top global chipset and receiver models on the market integrate Galileo, more than 60% of which are EGNOS enabled;
- 15 top chipset and receiver manufacturers were involved in Galileo testing campaign to optimise Galileo use in their products.

1.2.2 Summary of Main Tasks

The tasks listed here are all included in the Agency's Annual Work Programme; the reference numbers allow for cross-referencing.

Task 1: E-GNSS Overall User Entry Strategy		
Sub-Task	Indicators	Results
Sub-Task 1.1 Initial services value proposition key markets	Revised report on requirements and benefits of initial services to receiver manufacturers and application and service developers	A report on value proposition by market segment and application area was completed.
Sub-Task 1.2 Development of market adoption plans in line with new EC GNSS Application Action Plan for Galileo and EGNOS	Adoption plans per segment	Adoption plans by market segment have been developed and presented to Member States during the Administrative Board Workshop.
Sub-Task 1.3 Review of user requirements for EGNOS v3, with special focus on emerging needs in maritime and rail	Final contribution to EGNOS v3 requirements per market	Contributions were made to EGNOS v3 requirements per market. For rail, there are no specific user requirements for EGNOS v3 that are supported by the rail downstream users' community. This was reported to the MRD Change Control Board. The definition and quantification of GNSS parameters relevant for signalling applications in railway environments were delivered as part of the NGTC project. Full rail requirements are still pending testing in a georeferenced railway environment. For maritime, requirements in International Maritime Organisation (IMO) resolutions A.1046 and A.915 were used for the definition of two service levels for navigation in coastal waters, harbour approaches and entrances. A study on the requirements for navigation in ports was launched for the definition of a third service level.
Sub-Task 1.4 Develop an authentication service portfolio for different user categories (governmental, professional and mass market)	Consolidation of Authentication portfolio analysis, taking into account different Galileo services (PRS, CS, OS).	An authentication portfolio analysis report was completed in early 2014, classifying the different applications based on their security needs and attributing them to the Galileo authentication portfolio (Open Service Authentication, Commercial Service Authentication, and the Public Regulated Service).
Sub-Task 1.5 Promote user pilot projects as tools to demonstrate Galileo performances and foster adoption	Define and implement user pilot projects in priority segments, including Initial Services testing.	The Initial Services were postponed and therefore no specific pilot projects using these services were possible in 2014. However, the Galileo testing campaign was coordinated by the Agency with a high number of manufacturers joining. Testing for eCall devices was open to automotive industry and other preparation activities were performed.

Task 2: Galileo and EGNOS User Development in Aviation		
Sub-Task	Indicators	Results
Sub-Task 2.1 Definition of aviation adoption roadmap in the field of aviation through EGNOS (in the short term) and Galileo (in the mid/long term) in ECAC	Aviation adoption roadmap. Evaluation of specific KPI: <ul style="list-style-type: none"> • Target airports at national level on annual basis • Target operators flying to priority aerodromes • Map of decision makers at national level • Strategy for Galileo market entry 	“Preliminary roadmap for Galileo/EGNOS V3 adoption in aviation” is available including: <ul style="list-style-type: none"> • Contribution to standardisation activities with the Commission • Analysis of EGNOS and Galileo applications beyond LPV • EGNSS opportunities in Automatic Dependent Surveillance – Broadcast Market assessment for GNSS in aviation Search and Rescue beacons
Sub-Task 2.2 Support to implementation of EGNOS procedures	CAA/ANSP supported, MS supported, ANSPs with EGNOS deployment plan, airports with procedures.	By the end of 2014, 165 LPV procedures were operational in Europe; in addition, more than 90 APV Baro procedures were allowed to be flown with EGNOS vertical guidance. 50 additional LPV procedures were designed and are under validation, benefiting from Agency support. The first helicopter Position-in-Space procedure was published to the Insel hospital in Bern.
Sub-Task 2.3 EGNOS adoption by EU Regional Airlines (RA)/ Business aviation (BA), General aviation (GA)	RA Airlines, GA/BA operators equipped with EGNOS enabled receivers and operationally approved aircraft	<ul style="list-style-type: none"> • Business Aviation: A strategic alliance was formed with the European Business Aviation Association (EBAA) to promote LPV to 20 priority airports. Technical guidelines were delivered to upgrade aircraft and a draft to obtain operational approval • Regional Aviation: The EGNOS business case was acknowledged by the European Regional Aviation (ERA). A full ERA fleet retrofit analysis was produced showing that almost 40% of the fleet can be retrofitted • General Aviation: An All Model List Supplementary Type Certificate (AML STC) was developed for the most common GA avionics (GNS430W/530W) to reduce certification costs from average 10.000€ to 300€ <p>A database of avionics retrofit solutions was developed to support operators interested in upgrading their fleet.</p>
Sub-Task 2.4 Galileo SAR market development	Establish a roadmap for introduction of Galileo in aviation SAR beacons	Preliminary analysis of the GNSS market of SAR beacons in aviation (Emergency Locator Transmitters (ELT) and Personal Locator Beacons (PLB)) was included in the 4 th edition of the Agency's Market Report. Specifications were completed on the future actions of SAR market development.

Task 3: Galileo and EGNOS Stakeholders and User Market Development in Road Applications		
Sub-Task	Indicators	Results
Sub-Task 3.1 EGNOS and Galileo adoption for Road User charging in new tolling schemes	EGNOS and Galileo adopted in one new truck tolling scheme (if political decision to implement the new tolling scheme is confirmed)	Following GSA recommendations and invitation to join the EGNSS special session in the RUC Conference 2014, Slovakia adopted EGNOS and is ready for Galileo in its national network covering more than 15,000 km. The adoption of EGNSS and the advantages in terms of flexibility and efficiency were publicly presented at the European ITS conference (Helsinki) in June by the national tolling service provider.
Sub-Task 3.2 Continuation of EGNOS and Galileo ASECAP roadmap implementation for existing tolling schemes, delivering first action in 2013	One additional action successfully implemented among the 5 agreed within ASECAP roadmap	Implementation of the <i>Association Européenne des Concessionnaires d'Autoroutes et d'Ouvrages à Péage (ASECAP)</i> roadmap is in progress. Action 4 of the roadmap "Optimisation of cross-border/multi-ETC enforcement" was implemented by inviting the Agency to advise the Regional European Electronic Tolling System (EETS) project. Actions 2 "Analysis of the strengths and weaknesses of GNSS for tolling" and 3 "Monitoring and assessment of the legal framework, R&D/projects and other Road User Charging developments" were launched but faced delays due to internal ASECAP problems.
Sub-Task 3.3 EGNOS and Galileo market development for adoption in e-call call and other public emergency services	eCall products that include EGNOS and/or Galileo	Technical evidence and other relevant inputs were provided to the Commission to support the discussion on the European regulation on eCall, with a positive decision by the Council despite the 2014 Galileo launch failure. In addition, Galileo and EGNOS were introduced in the negotiation with industry at United Nations level for the harmonisation of eCall legislation. A key meeting was organised in Prague in November 2014 in which the Agency was asked to draft the requirements and test plan related to GNSS. Magneti Marelli, Telit and Delphi currently advertise Galileo ready solutions. A Galileo testing campaign with JRC was launched with interest of 7 manufacturers.
Sub-Task 3.4 Galileo adoption roadmap for advanced driver assistance systems (ADAS) and new safety applications based on connected vehicles	Roadmap endorsed by main stakeholders	The roadmap was validated with key stakeholders in the Intelligent Transport Systems World Conference in Tokyo leveraging the presence of major players and endorsed at the "International Conference on Connected Vehicles and Expo (ICCVE)" with special attention to driverless cars. Technical face-to-face interviews with key players started in Q4 2014 with Renault and Valeo.
Sub-Task 3.5 Galileo authentication for regulated/standardised applications (e.g. digital tachograph)	Feasibility assessment for the inclusion of Galileo authentication in regulated applications	The Joint Research Centre confirmed that Galileo compatibility would be recommended in the proposed Technical Annex of the amended regulation on digital tachographs, taking advantage of the Open Service authentication.
Sub-Task 3.6 Identification of sub-segments' priorities for standardisation actions aiming at adoption	Standardisation priorities identified in consistency with the overall strategy established annually by the DG-ENTR plan.	The Agency supported the Commission in the discussions on targeted applications of the CEN TC5-WG1 and was nominated to join the Steering Committee.

Task 4: Galileo and EGNOS Stakeholders and User Market Development in Agriculture		
Sub-Task	Indicators	Results
Sub-Task 4.1 Analysis of expected impact of Galileo	<p>Analyse impact of current and future complementary technologies to GNSS and other GNSS along the Galileo implementation timing.</p> <p>Analyse how Galileo will impact the different field operations for Precision Farming and define the value proposition for:</p> <ul style="list-style-type: none"> • Precision Farming applications • Galileo features (OS, dual frequency, Commercial Service) 	<p>Based on the existing EGNOS approach, analysis of Galileo services' impact by application, highlighting how Commercial Service is expected to add value to high precision applications in Agriculture. A report on "Market development strategy and implementation plan (Agriculture)" is available.</p>
Sub-Task 4.2 Galileo market entry strategy	<p>Based on the analysis above, development of market entry plan for</p> <ul style="list-style-type: none"> • Precision Farming application • Value proposition per Galileo, including Commercial Service Precise Positioning, vis-à-vis other technologies (including solo EGNOS/SBAS) 	<p>Based on the analysis above, the Galileo value proposition was translated into market entry strategy focusing on the declaration of the Galileo Initial Services.</p>
Sub-Task 4.3 Launch of the 2013 EGNOS and Galileo prize for young farmers	<p>Design and preparation of prize for young farmers (based on lessons learnt from 2013 edition)</p>	<p>The Farming by Satellite Prize was designed and awarded during a special session of the June 2014 Space Solutions conference in Prague.</p>
Sub-Task 4.4 Synergies between Galileo and Copernicus from the perspective of precision agriculture	<p>Plan for reaping synergies between the two flagship programmes from the perspective of precision agriculture</p>	<p>A document summarising Galileo-Copernicus synergies in precision agriculture and other segments was produced and shared with the Commission.</p>

Task 5: Galileo and EGNOS Stakeholders and User Market Development in Surveying and Mapping		
Sub-Task	Indicators	Results
Sub-Task 5.1 Consolidation of market position of EGNOS in the Mapping market	Report and plan confirming the shift from market entry to market consolidation for EGNOS	EGNOS is established as a recognised basic precision technology in mapping. The market position of EGNOS is analysed in the EGNSS market entry plan.
Sub-Task 5.2 Leverage increased EGNOS functionality based on EDAS	Report and plan on new EDAS functionality to improve the positioning and share of EGNOS in Mapping	The EDAS Service Declaration v2.1 was published in 2014 including new features and confirmation that the usage of the service is cost free. The scope was to improve the positioning and sharing of EGNOS in Mapping. New features include the improved resolution time for EDAS request, updated EDAS services observations and a clarification that the EDAS service is free of charge.
Sub-Task 5.3 Analysis of impact of EGNOS evolution	Investigation on expected impact of EDAS evolution and matching with user requirements	The impact of the EDAS new service declaration was integrated in the current ESSP adoption planning.
Sub-Task 5.4 Analysis of gradual influence of Galileo dual frequency capabilities	Analysis of expected impact on user level of Galileo dual frequency capabilities (combined with growing GPS III constellation)	The expected impact of Galileo dual frequency capability was described for both agriculture and mapping/surveying segments. This analysis is included in the report: "Galileo market entry strategy and implementation plan in surveying" which is available upon request.
Sub-Task 5.5 Impact analysis of advent of Galileo Commercial Services	Analysis of expected impact on user level of Precise Positioning Galileo Commercial Service capabilities	The expected impact of different Galileo features was analysed for high precision markets of agriculture and surveying with a special focus on Galileo high precision Commercial Service. This is integrated within "Market development strategy and implementation plan (Agriculture)" and "Galileo market entry strategy and implementation plan in surveying" reports, both available upon request.

Task 6: Galileo and EGNOS Stakeholders and User Market Development In Maritime		
Sub-Task	Indicators	Results
Sub-Task 6.1 Transmission of EGNOS corrections via AIS: implement plan of actions	To be defined in 2013 in the action plan of EGNOS transmission via AIS	A document is available: "Recapitalization analysis for maritime DGNSS & AIS Networks: EGNOS possibilities".
Sub-Task 6.2 Galileo SAR market development	Final roadmap agreed with maritime stakeholders	<ul style="list-style-type: none"> A preliminary analysis of the GNSS market of SAR beacons in maritime (Location based Emergency Positioning Indication Radio Beacon (EPIRB) and PLBs) was included in the fourth edition of the market report. Specifications have been completed on the future actions of SAR market development. Specifications have been completed on the future actions of SAR market development.
Sub-Task 6.3 Support standardization process of GPS/Galileo receivers	Recommendation on co-funding possibilities for EU participants	No support was provided to the European Commission for this task, since performance standards for multi system shipborne navigation receivers are under development within IMO, including Galileo.
Sub-Task 6.4 Manage focus group associated to ERMF	Report from meetings organized with the stakeholders.	Two meetings were held in 2014 with European Maritime Radio navigation Forum (EMRF) in April and November. The inclusion of EGNOS in the future VHF Data Exchange System was formally proposed to the International Association of Lighthouse Authorities eNAV committee.

Task 7: Galileo and EGNOS Stakeholders and User Market Development in Rail		
Sub-Task	Indicators	Results
Sub-Task 7.1 Management of regular interactions with rail users to foster EGNOS and Galileo adoption	2 focus groups in 2014	Regular meetings were held in 2014 with UNISIG (Union Industry of Signalling) and NGTC (Next Generation Train Control project).
Sub-Task 7.2 User management for EGNOS V.3 requirements' definition and consolidation	User requirements consolidated	User requirements were consolidated in the document "EGNOS v3 requirements for the rail domain". Stakeholders continue to work on determination of rail environment characteristics regarding possible GNSS use in safety critical applications.
Sub-Task 7.3 Promotion of Galileo testing	Installation of Galileo ready receiver at a rail test site (to be specified)	Continuous promotion of test facilities carried out throughout 2014 and progressing in 2015 especially for positioning on low-density lines within the European Rail Traffic Management System Satellite.
Sub-Task 7.4 Analysis of EGNOS and Galileo adoption potential in ERTMS evolutions and benchmarking with other Regions using GNSS for train control	Executive report on positioning and subsequent Telecommunication solutions supporting the adoption of EGNOS and Galileo in Rail.	A document providing clarification of GNSS enabled solution for railway stakeholders "Use of EGNOS V2 for rail SoL applications" is now available.
Sub-Task 7.5 Identification of segment priority standardisation actions for adoption	Establish relation with rail standardisation bodies and ERA EU rail standardisation coordinator	Cooperation launched with main stakeholders: <ul style="list-style-type: none"> • Meeting held with ERA (European Railway Agency) and CER (Community of European Railways) • The Agency was represented at ERA speakers corner at Innotrans • A dedicated meeting held on 4.2.2015 in Brussels between DG MOVE, DG-GROW, ERA and the Agency

Task 8: Stakeholders and User Market Development for Governmental Applications (PRS)		
Sub-Task	Indicators	Results
Sub-Task 8.1 Roadmap definition and implementation for adoption of Early PRS services for timing and synchronisation for critical infrastructures	Roadmap endorsed by main stakeholders	The Agency prepared a preliminary roadmap
Sub-Task 8.2 Implementation of entry strategy actions to facilitate Early PRS adoption in public security segment (e.g. police)	2 priority actions implemented	During 2014, preparatory tasks for upcoming consultations with the Competent PRS Authorities (CPAs) were carried out and a consolidated PRS Strategic Market Analysis was delivered. The delivery of the PRS Market entry roadmap is expected after the end of the CPA consultations.

Task 9: Galileo and EGNOS Stakeholders and User Market Development in LBS		
Sub-Task	Indicators	Results
Sub-Task 9.1 Analysis of 112 emergency call application of Galileo	Report and action plan on capturing Galileo potential for 112 emergency call service	A quantitative analysis on 112 emergency call applications of Galileo benefits was submitted to the Commission within the Applications Action Plan Impact Assessment. The Agency provided technical inputs to the Electronic Communications Committee report 225 “Establishing Criteria for the Accuracy and Reliability of Caller Location Information in support of Emergency Services”. The Agency cooperated with the European Emergency Number Association EENA (e.g. participation to EENA events and seminars) to highlight Galileo role in 112. The Agency prepared a 112 video to show the added value of Galileo for emergency services.
Sub-Task 9.2 Finalize overall roadmap for Galileo adoption in LBS	Final roadmap for adoption	Adoption roadmap finalised and presented to Administrative Board Members.
Sub-Task 9.3 Implement the roadmap for Galileo adoption in LBS	KPIs will be defined within Sub-Task 11.3	The roadmap implementation is progressing according to the schedule involving all stakeholder groups: chipset manufacturers, app developers, device manufacturers and telecom operators.
Sub-Task 9.4 Mobile payments and other applications using authentication services	Report and action plan on capturing Galileo potential for authenticated mobile payment services	A study on the potential use of Open Service authentication in LBS was finalised and consultation with industry was completed. The report highlighted the potential use in LBS where a payment is linked to the position (e.g. parking, congestion charging, etc.) and in digital rights management (e.g. when digital content is paid based on the place where it is used).

Task 10: Market Monitoring and Forecasting Process		
Sub-Task	Indicators	Results
Sub-Task 10.1 Annual review update of the MMFP	<ul style="list-style-type: none"> Updated results of the MMFP Updated KPI list of GALILEO AND EGNOS adoption status along user segments of Tasks 2 to 9 Annual review update of the MMFP Update calculation of GNSS impact on world/EU economies (currently estimated at 6-7%) 	The annual review of the Market Monitoring and Forecasting Process (MMFP) was completed, resulting in preparation of full content for Market Report issue 4.
Sub-Task 10.2 Update of public benefits analysis	GALILEO AND EGNOS public benefits analysis updated	The EGNSS cost-benefits analysis was completed, and presented to the Commission.
Sub-Task 10.3 Preparation of GSA GNSS market report issue 4	Draft GSA GNSS market report	The GNSS market report content was finalised

Task 11: Technological Scan and Cooperation with GNSS Receiver Manufacturers		
Sub-Task	Indicators	Results
Sub-Task 11.1 Market analysis of the latest location technologies	Report on latest location technologies	The report on latest location technologies completed and the main results are included in Market Report issue 4.
Sub-Task 11.2 Long term vision of Galileo and EGNOS use within future location solutions and applications	White paper on the future of GNSS technology solutions	A white paper on the future of GNSS technology solutions was completed and the main results are included in Market Report issue 4.
Sub-Task 11.3 Cooperation with receiver and handheld manufacturers	Bi-annual meetings co-organised with EC Report on Galileo adoption at receiver level (link with manufacturers adoption on specific domains)	An annual meeting with chipset and receiver manufacturers was organised by the Agency and the Commission in Brussels on 17 November. More than 50 participants attended; 16 top global manufacturers were represented. The event allowed the Agency to strengthen the relationship with industry, while also providing reassurances with respect to Galileo implementation status. The updated analysis of Galileo and EGNOS penetration among chipset and receivers integrated was published within GNSS Market Report issue 4.

Task 12: Users Management via Service Centre Support to Market Development		
Sub-Task	Indicators	Results
Sub-Task 12.1 EGNOS ESP multimodal adoption plan update and implementation management	Multimodal adoption plan defined	A multimodal adoption plan was defined for 2015.
Sub-Task 12.5 Galileo GSC support to the adoption plan and implementation management	Multimodal adoption plan defined	GNSS Service Centre (GSC) support to the adoption and implementation management confirmed and yearly multimodal adoption planning progressing as planned.
Sub-Task 12.2 EGNOS ESP users satisfaction process management	Conduct a user satisfaction survey of the ESP service including proposed plans for improvement	Survey analysis completed: User perceived performance assessed, actions given to ESSP to improve user support and actions on the service suggested.
Sub-Task 12.3 Reporting on Galileo Initial Services Performance	Monthly GSC reports on the performance of Galileo initial services as from declaration based on data provided by the System Operator	The GSC monthly reporting is up and running.
Sub-Task 12.4 GSC users satisfaction process management	Conduct and analyse users satisfaction survey of the GSC service including proposed plans for improvement	The first GSC user satisfaction survey was conducted and the results analysed. Improvement planning is progressing as expected.
Sub-Task 12.6 GSC users' and value chain management	<ul style="list-style-type: none"> Collect user requests and translate into services and requirements for further GSC ramp up Leverage interaction with value chain to identify additional triggers for adoption acceleration for Galileo. 	User interaction with value chain under way to collect requests and translate them into services and requirements for further GSC ramp up. New features of GSC implemented as planned including continuous progress thanks to expressed user needs.

1.3 General Administration

1.3.1 ISO 9001 Quality Certification

A significant milestone in 2014 has been the successful ISO 9001 certification, covering all aspects of the Agency. The Quality Management System is applicable to the development and maintenance of continuously improving European Global Navigation Satellite Systems (GNSS) user-oriented services and of the necessary infrastructure, including:

- managing the European Geostationary Navigation Overlay System (EGNOS) Exploitation Programme;
- preparing the Galileo exploitation phase;
- preparing the operations of the Galileo Security Monitoring Centre;
- supporting security accreditation;
- promoting innovation in GNSS applications and services;

In order to achieve certification, processes and procedures were defined, documented, implemented and then audited according to ISO 9001 requirements in all departments. The Agency conducted staff training and awareness sessions with the support of a Quality Team and a Quality Management Board. The closure of non-conformances and

the implementation of continuous improvement processes then laid the basis for the successful certification by independent and external auditors. The Quality Management system is now operating across the whole organisation. It will mandate that department objectives are consistent, allow clear definition of responsibilities and support the continued good cooperation between the Agency's departments.

The compilation and analysis of Key Performance Indicators (KPIs) was initiated, in coordination with the requirements of the Programme/Project Management Plans (PMP) and the Safety Management System (SMS). Stringent document management controls have been developed to support the upcoming Galileo Security Facilities operation validation review (OVR) and operational readiness reviews (ORR) for the GSMC in both France and the UK. The Quality Management activities also support the implementation of EC-GSA Delegation Agreements by coordinating Product Assurance, Quality Assurance and RAMS (reliability, availability, maintainability, safety) activities executed as part of the GSOp Invitation to Tender. The overall objective is to implement an effective and reactive organization capable to manage the increasing level of responsibilities in all different support areas of the Agency.

1.3.2 Summary of Main Tasks

Task 1: General Financial, Legal and Human Resources Support		
Sub-Task	Indicators	Results
Sub-Task 1.1 Legal and financial reporting	Timely review and submission of all Agency framework documents	The Agency's reporting has been submitted according to its internal procedures.
Sub-Task 1.2 Financial support	Timely execution of financial transactions	99.84% budget execution. 95% of all payments made within the prescribed time limit of 30 days; average payment time of 13 days.
Sub-Task 1.3 Administrative support	<ul style="list-style-type: none"> Timely support to all departments on mission logistics and on the day-to-day running of the Agency 	The Agency' has individual people responsible for mission logistics and general administrative support decentralised in the larger departments to provide for greater efficiency.
Sub-Task 1.5 Legal counselling and Board support	Provision of timely and accurate legal notes and opinions General support to the Administrative Board meetings	Provision of timely and accurate support to all Agency bodies, departments and activities, including legal notes and opinions, drafting, negotiation, review, interpretation of substantially all legal and regulatory instruments relevant to or needed by the Agency, e.g. delegation agreements, EGNOS working arrangement, Staff Regulations implementing rules, GSA policies, non-disclosure agreements, etc. General support was also provided to Administrative Board meetings.
Sub-Task 1.6 Procurement, grant and contract management	Timely management of all procurement and contractual processes	All procurement, contractual processes and grants were managed in a timely manner
Sub-Task 1.7 Analysing key GSA processes	Identification of areas of potential improvements; development of key processes work flows; etc.	A total of 132 quality-related policies and process documents were developed. At the time of writing, the Agency approved 115, while 17 are in draft stage. Suggestions for improvement and potential nonconformities (NC) are being monitored and implemented on an on-going basis, supported by a Quality Team and a dedicated monitoring tool. The Agency provides timely support to all departments in the implementation of the Continuous Improvement process.
Sub-Task 1.8 Integrated Management System (IMS)	Complete minimum set of processes required under IMS	The IMS is leveraged to implement and exploit the potential of agency-wide activities regarding quality and efficiency. All departments are involved through their Quality Officers and representation in the Quality Management Board. New staff receives dedicated training during in boarding.
Sub-Task 1.9 Quality certification	Secure ISO 9001 Quality certification	GSA is ISO 9001 certified since 15/12/2014, with a multi-site certificate covering all GSA locations. The certificate is valid until 12/2017.
Sub-Task 1.10 Implementation of an Integrated Management System	Implement and test key processes	The use of quality-related Key Performance Indicators (KPIs) is continuously being refined and improved to enhance the performance of processes. Quality audits and reviews are implemented according to the ISO 9001 standard.
Sub-Task 1.11 Operational consultancy services for Office of the Executive Director	Timely implementation of the GNSS Regulation, the new GSA Regulation, as well as the new Delegated Agreements	The Agency has implemented the relevant structural and operational changes required by all relevant legislation and the delegation agreements signed during the reporting period.

Task 2: ICT & Logistics Activities		
Sub-Task	Indicators	Results
Sub-Task 2.1 Stabilising the new ICT and Logistics infrastructure after the setup and integration of the two new GSMC sites	Formal SLA with users for the provision of ICT & Logistical support services Full compliance with the agreed SLA	This task was descope from the reporting period due to other priorities (See Task 2.5 for further information)
Sub-Task 2.2 Deployment of an internal Document Management System (DMS) on security documentation at RESTREINT UE level	Compliant with requirement baseline established by GSA/ Security Department and GSA/GSMC	An analysis of the Agency's document management needs was undertaken during the reporting period but no system was deployed due to the lack of a GRUE network.
Sub-Task 2.3 Finalisation of the ISO 27001-based ISMS certification process (process was already started in 2013)	Formal certificate	This internal task was de-scoped from the reporting period and relevant resources were prioritised towards the ISO 9001 certification process.
Sub-Task 2.4 Further development of the administrative software platform (SharePoint-based) in order to increase efficiency, decrease workload, avoid repetition, improve reporting from ad-hoc to near real-time, improve collaboration, remote access to work files and contribute to the overall savings in administrative costs	Mid-term review with the GSA management Year-end review with the GSA management	The Agency has an ICT Steering Committee which guides the activities of the IT resources to the most critical and important project at the time. There is a regular set of meetings, including members of the Agency management team, and this provided a continuous review of the systems throughout the reporting period.
Sub-Task 2.5 Tender procedure for a new General IT Support contract	Launch of the procurement	The procurement was kicked off in Q2 of the reporting period with a view to contract signature by the end of the year
	Signature of the contract	The Agency selected the relevant supplier following a rigorous procurement process and signed the framework contract in Q4. The Agency maintained services throughout the year and ensured a smooth handover to the new supplier.

1.4 Communications

1.4.1 Summary of Main Tasks

Task 1: EGNOS and Galileo Sector Specific Market Communication and Promotion		
Sub-Task	Indicator	Accomplishments
Task 1.1.1 Continue to expand the EGNOS communications sector messages, branding and identity, using the 'EGNOS. It's there, use it' campaign umbrella.	Branding used on all materials	EGNOS logo, slogan and graphic chart used on all GSA produced information and materials. New EGNOS Graphic Chart templates and harmonisation materials were prepared, distributed, coordinated and monitored for other actors using the EGNOS brand (ESSP, EU R&D projects)
Task 1.1.2 Begin to encourage the Galileo Initial services message and branding into all communications.	Branding used on all materials	This task was postponed to begin late 2015/early 2016 for launch of Initial Galileo Services in late 2016.
Task 1.2.1 Update/reprint EGNOS sector leaflets as required	5 revisions & reprints	Existing EGNOS leaflets for agriculture, mapping and road updated to include future Galileo benefits for the segment.
Task 1.2.2 Update sectorial advertising as necessary and run in trade magazines associated with sector-specific event sponsorship packages.	8 target specific ad insertions	The following advertisements were produced in 2014: <ul style="list-style-type: none"> • EGNOS for Road User Charging (RUC conference) • EGNOS for Aviation (ENAC Yearbook and Airport Magazine)
Task 1.2.3 Create a new video showing the benefits that EGNOS offers for rail applications that can be shown at relevant conferences, events and meetings a distributed via Internet channels	1 new EGNOS sector video (long & short version)	The production of a Rail video was postponed to 2015; in its place, the Agency produced five short video clips to promote the benefits EGNSS offers to Location-Based Services (LBS)/consumer applications.
Task 1.2.4 Update existing EGNOS sector videos as needed	2 updates	The Agency revised the Agriculture, Mapping and Aviation videos to include updated information and expand to an EGNSS message where relevant. The revised videos were incorporated into the European Space Expo kiosks, thus translated into 10 languages, and used at relevant segment events throughout the year. In addition, footage from segment specific video was reedited and released into a new general video on EGNSS Applications (3 and 7 minute versions)

Sub-Task	Indicator	Accomplishments
Task 1.2.5 Leverage 'video-friendly' EGNOS milestones, such as flight trials and new application demonstrations by producing and distributing small videos of the achievements to relevant target user sectors	Film 3-4 new video-friendly demos	The Agency filmed a range of FP7 projects results and project coordinator interviews. This footage was incorporated into 2014 video productions (revisions and new LBS) as well as made available individually online in short interview formats.
Task 1.3.1 Cover EGNOS sector-focused success stories, project results and milestones as regular and timely news stories on the EGNOS Portal	4-6 new news stories per month	In 2014 92 news stories were added to the EGNOS Portal website (almost 8 articles per month on average)
Task 1.3.2 Add, update and refine new relevant information, tools and helpful features on the EGNOS Portal	8-10 updates per month	Each week, the Agency made an average of 2-3 updates to the site content including: access to relevant EGNOS press coverage, new publications and videos, and ongoing information refinements as needed. per month
Task 1.3.3 Leverage social media tools (Twitter, Facebook, LinkedIn) to increase awareness of EGNOS and Galileo within the specific sectors	4-8 updates per month	<p>Twitter: @EGNOSPortal went from 772 followers on 1 January 2014 to 1049 followers on 31 December 2014.</p> <p>The Agency's Facebook account went from 159 Likes on 1 January 2014 to 489 Likes on 31 December 2014 with 416 posts in 2014.</p> <p>The Agency launched a Slideshare account on 4 November and 20 presentations have been uploaded with 7,822 views.</p> <p>In 2014, GSA's YouTube channel and content underwent a process of search engine optimization. Among others, videos were arranged in playlist and descriptions and tags added, improving usability and accessibility. The GSA YouTube channel has 92,768 Views and 137 subscribers</p>
Task 1.4.1 Publish regular electronic newsletters based on content from the EGNOS Portal and GSC websites	Quarterly newsletters	The Agency distributed two EGNOS Portal eNewsletters to a list of over 10,000 subscribers. After four years, The <i>EGNOS Portal Newsletter</i> was replaced with a more comprehensive eNewsletter, 'GSA Today' that debuted in October 2014.
Task 1.4.2 Leverage event participation lists to send targeted communications on EGNOS and Galileo to key potential users and influencers	Quarterly targeted mailings	In 2014, four targeted mailings were implemented: two to promote H2020 project participation and two to promote the 2014 European Space Solutions event that took place in Prague in June 2014.

Sub-Task	Indicator	Accomplishments
Task 1.5.1 Raise awareness of key sector-related EGNOS and Galileo success stories, results, milestones, FP7 project results and demonstrations, GSA ESNC EGNOS prize winning applications, etc. amongst relevant media via on-going press releases, web stories and event contacts	5-6 targeted press releases	In 2014, GSA issued the following Press Release to promote EGNOS and Galileo segment-related news worthy milestones: <ul style="list-style-type: none"> • 28 October 2014: 2014 ESNC GSA Prize awarded to the design of a new Galileo Module for Project Ara • 22 August 2014: Grant available to promote EGNOS adoption for aviation • 31 July 2014: First Galileo Commercial Service Demonstration with Encrypted Signals • 27 May 2014: Test Confirms that Galileo Increases the Accuracy of Location Based Services • 24 March 2014: EGNOS Capability Enhanced with Addition of New Generation Transponders
Task 1.5.2 Leverage event participation and advertising placement to negotiate positive coverage of EGNOS and EGNOS applications in associated sector-focused media channels	<ul style="list-style-type: none"> • On-going leverage of EGNOS Portal news stories • Related event coverage in 4-5 event media channels 	This year GSA promotional participation at ERA, Helitech, RUC, Inntrans, Geospatial World and Farnborough Air Show directly lead to positive press coverage in related publications.
Task 1.5.3 Build and maintain comprehensive sector-specific and relevant national, Europe-wide and international media lists in order to deliver timely well-directed messages to key media information multipliers.	Full, undated media contact list by sector accessible via email database.	Full, updated media contact list by sector accessible via email database.
Task 1.5.4 Leveraging the list above, deliver sector and market-related news on a regular basis on EGNOS and Galileo to the relevant media channels	8 press releases and 2 video news releases delivered	9 press releases, 2 H2020 announcements, 2 Event announcements sent in 2014

Sub-Task	Indicator	Accomplishments
Task 1.6.1 In 2014, the Agency plans to promote EGNOS and Galileo with exhibition stands and other promotional initiatives at a range of key events	Support of 10-12 EGNOS/Galileo sector-specific events	In 2014, the GSA managed stand placement and related promotional activities at the following events: <ul style="list-style-type: none"> • Aviation • World ATM Congress, Madrid (4-6/3/14), Aero Friedrichshafen (9-12/4/14), EBACE, Geneva (20-22/5/14), Farnborough Air Show (14-20/7/14), ERA General Assembly, Barcelona (30/9-2/10/14), Helitech, Amsterdam (14-16/10/14) • Road • 11th Road User Charging Conference, Brussels (5-6/3/14), ICCVE, Vienna (3-7/11/14) • ASECAP Days (28-28/5/14) • Rail • Innotrans, Berlin (23-26/9/14) • Mapping/Surveying • Geospatial World Forum, Geneva (5-9/5/14), Intergeo, Berlin (7-9/10/14)
Task 1.7.1 Continue support of this communications and networking tool and continue awarding the annual GSA Special Topic Prize	Agency sponsorship of 2014 contest and the awarding of an annual GSA Special Topic Prize	This year the Agency once again was a main sponsor of the 2014 competition and the awarded its seventh GSA Special Topic Prize to 'Galileo for ARA- Design of a new Galileo Module for ARA platform'. (The 2014 'Galileo Master' and prize was awarded to a cost-effective PRS receiver)
Task 1.8.1 Leverage the creation and placement of the ESE (in cooperation with DG Enterprise, EC)	Update existing and create 1 new application kiosk as well as the supporting the successful placement of the ESE at key locations across Europe	This year, the GSA supported the European Commission with the installation and promotion of the following stops of the European Space Expo (ESE): <ul style="list-style-type: none"> • Craiova, Romania (19-27/4) • Sofia, Bulgaria (16-24/5/14) • Prague, Czech Republic (7-15/6/14) • Genova, Italy (25/10 – 2/11/14) In addition, the GSA completed a revision/refresh of the 4 ESE kiosks that it manages (Space for Aviation, Agriculture, Road and Mapping) in the English, French and German languages.
Task 1.9.1 The Agency will organise together with the EC another European Space Solutions Conference in Prague	Organisation and Support	From 11 – 13 June 2014, European Space Solutions took place in the Prague Congress Centre, Czech Republic. The conference brought together business and the public sector with users and developers of space-based solutions. <p>The event featured more than 850 registered participants, four dedicated user-led seminars, 5 complementary workshops and side events, and 2 live demonstrations: Gain; E Call</p> <p>The European Space Expo (ESE), which complemented the conference and was installed at Jan Palach Square from 7-15 June 2014 and attracted 31,250 visitors. An evening event held in the ESE, on the opening day on the World Cup, that featured 'Space Solutions for Sport'</p>
Task 1.9.2 The Agency will organise together with the EC the ICG-9 2014 in Prague	Organisation and Support	From 10 – 14 November 2014, the GSA organised the ninth meeting of the International Committee on Global Navigation Satellite Systems (ICG-9) in Prague. A record number of delegates from around the world attended ICG-9.

Task 2: Supporting Galileo Exploitation and Initial Services Communications		
Task	Indicators	Results
Task 2.1.1 Begin to encourage the Galileo initial services message and branding into all communications.	Branding used on all materials	New branding support postponed due to delay of Initial Services to 2016.
Task 2.2.1 Create a new video showcasing/ introducing Galileo 'initial services' and what this milestone means for specific sectors	1 video in 5 language versions	Video postponed due to delay of Initial Services to 2016.
Task 2.2.2 Develop and distribute a promotional leaflet for the European GNSS Service Centre (GSC)	Development of a GSC leaflet	The Agency revised and reprinted the GSC leaflet.
Task 2.3.1 Continue to add relevant content and tools to the European GNSS Service Centre (GSC) website	6-8 updates per month	News, documents and system update information was added regularly and as required.
Task 2.4.1 Mailing list initial services	Mailing list targeting main industry actors	An initial mailing list targeting main industry actors was compiled.
Task 2.4.2 Leverage mailing and media lists to raise awareness of Galileo initial services message.	Creation/distribution 2-3 info mailings	Targeted mailings postponed due to delay of Initial Services to 2016.
Task 2.5.1 Communicate Galileo initial services message at all events where the Agency participates in 2014	Approximately 15-20 events during the year	Event promotion postponed due to delay of Initial Services to 2016.
Task 2.5.2 Initial services declaration	Provide organisational support in the preparation of the early service milestone	Support postponed due to delay of Initial Services to 2016.

Task 3: PRS Awareness Building		
Task	Indicators	Results
Task 3.1.1 Utilise Galileo PRS mark on all communications materials	Branding used on all materials	PRS Branding is used on all GSA materials and use is encouraged by other stakeholders and actors.
Task 3.2.1 Revise and reprint the PRS brochure that describes the service, its applications and next steps	Revise and reprint brochure	Brochure is revised, updated and reprinted as required.
Task 3.2.2 Create a short video promoting the future benefits and applications of the PRS	Production of 5-7 minute video in EN	Production of a PRS video was postponed to 2015 to more accurately follow the Initial Services communication strategy, which is now scheduled to launch in 2016
Task 3.3.1 Make available PRS developments and information on the security tab of the Agency's website	2-4 updates per month	PRS related publications, news and activities are covered on the GSA website as appropriate and the following five news stories were published related to PRS in 2014: <ul style="list-style-type: none"> • 24/07/2014: PRS: A Huge Potential for Europe • 26/09/2014: The GSMC: An integral part of the Galileo infrastructure • 27/10/2014: Berlin congratulates Novel PRS Receiver as 2014 Masters Champion • 05/11/2014: Public Regulated Service (PRS) equals public security • 06/11/2014: First Satellite Masters Showcases E-GNSS Innovation
Task 3.4.1 Create and distribute an e-newsletter to key PRS potential users, providing status report on the development, milestones, etc. to keep them information and interested in the service	Creation/distribution 2-3 newsletters	Production of a PRS eNewsletter was postponed to more accurately follow the Initial Services communication strategy, to launch in 2016
Task 3.5.1 Raise awareness of the Galileo PRS at select relevant events in 2014	Promote the PRS at 2-3 events during the year	The Galileo PRS was promoted at 3 events in 2014.

Task 4: GSA Corporate Communications		
Task	Indicators	Results
Task 4.1.1 Update Agency documents, signage & presentation templates as needed	Refined look for the Agency	In the 1 st quarter, the GSA introduced an updated logo and graphic chart for the Agency, reflecting its new remit and responsibilities. This new branding was incorporated into all agency communications including signage, websites, publications, presentations and corporate document template. The GSA introduced a new mission, vision and value statement for the Agency.

Task	Indicators	Results
Task 4.2.1 Regular direct contact with key institutional stakeholders to present and explain who the Agency is, and what it does	Refinement and distribution of GSA fact file	The Agency produced a new brochure/poster and a video (5 and 7 min versions) to describe its mission and activities.
Task 4.2.2 Refinement of the GSA Information/ Presentation File for institutional partners	Refinement and distribution of GSA fact file	
Task 4.3.1 Continue update and to publish regular news and information on GSA activities on the Agency website	1 GSA-related news story and 4 – 6 info updates per month	In 2014 97 news stories were added to the GSA's Website (2 per week, on average)
Task 4.3.2 Leverage social media tools (Twitter, Facebook, LinkedIn) to increase awareness of GSA activities in key areas	3-5 updates per month	This year, the GSA was quite active in the social media with the following results: <ul style="list-style-type: none"> • Twitter: @EU_GNSS Followers- (opened September 2014)- 464 followers • Linked In- 783 Followers- 1304 Followers (+ 66.5%)
Task 4.4.1 Refine and regularly distribute an electronic news bulletin on Agency activities and updates to key Agency stakeholders (i.e. GSA Member State bodies, relevant MEPs, EC partners, etc.)	Text, layout and distribution of 3 newsletters	A new bi-monthly Agency eNewsletter, <i>GSA Today</i> was introduced in October 2014, and distributed in December 2014 to a growing list of over 10,000 subscribers
Task 4.5.1 Seize opportunities with relevant media – via press releases, meetings and contacts, and the Internet – to reintroduce the Agency, its role, the activities it is involved in, and the results it is achieving	3-4 GSA related press releases	The Agency distributed 6 press releases during the reporting period. All are available on the Agency's web site at http://www.gsa.europa.eu/communication/press-releases
Task 4.6.1 In 2014, the Agency plans to increase its visibility at a range of events	Agency promotion at GSA-managed communication events	<p>This year, the Agency raised its profile at the following events:</p> <ul style="list-style-type: none"> • 6th Conference on Space Policy, Brussels (28-29/1/14) • Horizon 2020 Workshop, Prague (4-7/2/14) • Munich Satellite Navigation Summit (25-27/3/14) • Czech Republic 10th Anniversary in EU event, Prague (29-30/4/14) • GLAC (Global Science Applications Conference), Paris (11/6/14) • Belgian PRS Conference, Brussels (26/6/14) • EU Agencies Stand at the European Parliament, Brussels (6-9/10/14) • Wallonie Space Days, Redu (13-14/10/14) <p>Satellite Masters Conference and ESCN 2014 Award Ceremony, Berlin (23/10/14)</p>

1.5 Delegated Tasks

There are various delegation agreements in place to cater for specific activities. The list below shows which delegation agreements were in force during this year:

1. The Public Regulated Service (PRS) delegation agreement, signed in 2011
2. The EGNOS Exploitation Delegation Agreement, signed in 2014
3. The Galileo Exploitation Delegation Agreement, signed in 2014
4. The Exploitation Preparation Delegation Agreement, signed in 2012
 - Tasks related to Programme Exploitation
 - Tasks related to the Action Plan on GNSS Applications
 - Tasks related to Communications Activities
 - Tasks related developing the Public Regulated Service (PRS) and related security activities.
5. The FP-7 delegation agreement, signed in 2011
6. The Horizon 2020 delegation agreement, signed in 2014

1.5.1 The PRS Delegation Agreement

There are various missions of the Agency concerning PRS laid out in this delegation agreement. It is to be noted that in addition to regulation (EC) No 1285/2013 (GNSS Regulation), the new amendment to GSA regulation (EC) No 512/2014, which modifies regulation (EC) No 912/2010 (GSA Regulation), includes specific PRS tasks for the Agency. This new GSA regulation entered into force during the reporting period and, in some cases, includes tasks that were previously delegated under this agreement:

- Tasks defined in accordance with those set out in Article 14 of Regulation (EC) No 1285/2013, included the possibility for the Agency to accomplish other activities that may be entrusted to it by the Commission, in particular:
 - Preparation of the exploitation of the PRS service, in particular through the PRS Pilot Project
 - Procurement of pre-operational PRS receivers
- Operational PRS-related tasks of the GSMC: the PRS user segment requires the timely availability of the GSMC.

While the operation of the GSMC is an Agency mission, the preparation thereof requires the following related activities described in the delegation agreement:

- Operational engineering: the Agency shall prepare all the operational products for the GSMC and for the POC-P facility deployed at the GSMC sites and the related interactions with stakeholders (the European Commission and the Member States). Within the timeframe of this delegation agreement, French and UK local site operating procedures were built to enable the Commission (via ESA and industry) to deploy the GSMC operational equipment by the end of 2013. The Agency drafted operating procedures for such equipment to enable testing thereof from 2014 onwards.
- Technical and administrative engineering: the Agency shall:
 - Ensure that, once the GSMC is ready (target date 2015), it will be compliant with all relevant requirements of the Galileo programme (e.g. operational and security) and its mission. This task is meant to complement the procurement of Galileo operational equipment managed by the Commission through a delegation to ESA and the procurement of the France and UK hosting entities initiated by the Commission, which the Agency will continue under this delegation agreement and according to a France/UK/Commission/Agency agreement under negotiation (the "Hosting Agreement").
 - Review the technical specifications of the Galileo operational equipment (CDR and follow-up preparation of installation and testing plans); follow-up the delivery of the France and the UK site; negotiate the relevant launch procurements with France and the UK (as will be further clarified in the Hosting Agreement) as well as any missing equipment, software or licences from ESA, France or UK deliveries. For the avoidance of doubt, the Commission will continue to verify the France/UK site infrastructure compliances, or as currently delegated to ESA.

The tasks performed under terms of this delegation agreement are all reported on in the relevant Annual Implementation Report for the reporting period.

1.5.2 The EGNOS Exploitation Delegation Agreement

1.5.2.1 EGNOS Exploitation Programme Management

Upon signature of the EGNOS Delegation Agreement in April 2014, the Agency:

- confirmed the extension of the service contract beyond 30 April 2014, until end 2021 to the EGNOS Service Provider (hence successfully completing the multiple transitions which occurred in the 2013-14 period while ensuring service continuity);
- submitted the first EGNOS Budget Plan (including the 2014 Acquisition Plan) which is the pre-requisite to any procurement/grant action implementation;
- launched the definition of the programme management processes for EGNOS Exploitation, in accordance with the Commission Programme Management plan specified in the delegation agreement, and which have been documented within the EGNOS Exploitation Management Plan delivered to the Commission in July 2014 (which also served as a reference for the Agency's ISO certification process achieved in Q4 of 2014).

On 16 May 2014, the Commission authorised the Agency to proceed with a set of actions proposed in the 2014 acquisition plan, indicating its intent to exercise its scrutiny right on about 60% of the proposed actions.

As foreseen in the delegation agreement, the re-assignment from the Commission to the Agency of the GEO service contracts with SES-ASTRA took place: the Agency started managing these contracts in November 2014.

The Agency submitted the 2015 Budget Implementation Plan in September and most of the proposed actions were approved by the Commission in December. The main open point at the end of the reporting period relates to the financing of ESA internal costs. The proposed budget was not approved and was pending the finalisation of the negotiations with ESA to establish the GSA-ESA working arrangement.

All along the year 2014, the Agency worked with ESA on the preparation of the future GSA-ESA working arrangement, and developed different scenarios while negotiating with ESA. A compromise between the Agency and ESA Directors was found in December 2014, which needed to be further confirmed by the ESA Member States, the Agency's Administrative Board and the European Commission.

In order to access further specific technical capacities and expertise, the Agency launched two calls in the reporting period to put in place:

- a Framework Partnership Agreement to implement the Technical Assistance from Member States (SPMS);
- a Framework Partnership Agreement with Eurocontrol (an exchange of letter between the Executive Director and EUROCONTROL's Director General was signed in September, formalising the principle of the cooperation).

Finally, the Agency established the first version of the Programme Coordination Baseline (CBCS), allowing it to manage changes and the consistency of applicable technical baseline between the Service Provider, the System Release Development contracts (through ESA), the GEO Space Segment Provider contracts and the Programmatic baseline (e.g. Mission requirements).

1.5.2.2 EGNOS Service Provision

EGNOS Service performance has been globally compliant with the published Service Definition Documents (SDD), but has been affected by unfavourable ionospheric conditions (due to the high solar activity and, in particular its effect on geomagnetic activity) which led to the declaration of contingency situations due to a degradation of the service availability in some areas (mainly in the north west and south west oceanic areas and in the North East).

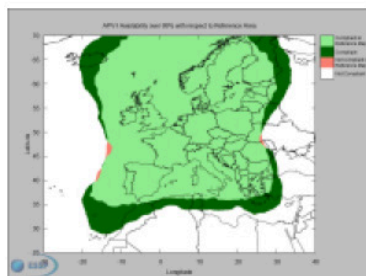
The diagrams below show the safety-of-life service "APV-1" 99% availabilities zone per month over the course of the second half of the reporting period with respect to the applicable Service Definition Document (The service was better than the SDD in dark green areas and it was degraded with respect to the SDD in pink areas).

An improvement is expected mainly in the south, brought by the deployment of a new EGNOS system release (ESR 2.4.1M) which was qualified in October 2014 and which is scheduled for final deployment in August 2015.

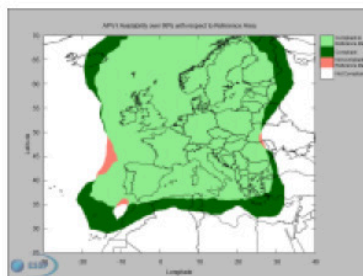
Furthermore, several design evolutions to improve the robustness of EGNOS when faced with ionospheric effects are under study as part of the ESR 2.4.2 Phase B activities, which constitute part of the legacy Commission-ESA Delegation Agreement.

1.5.2.3 EGNOS Service and System Evolution

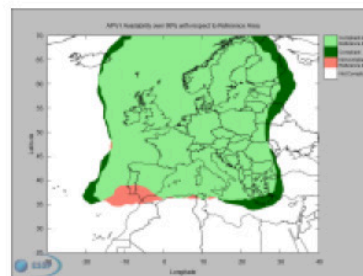
The first version of the EGNOS Service Evolution Plan was



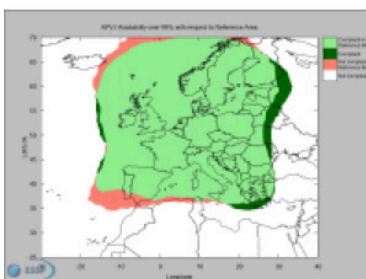
July



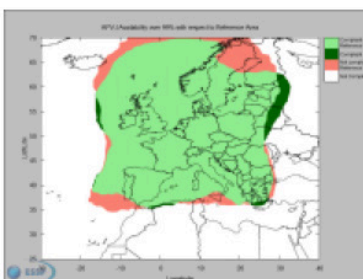
August



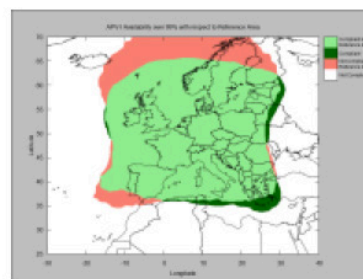
September



October

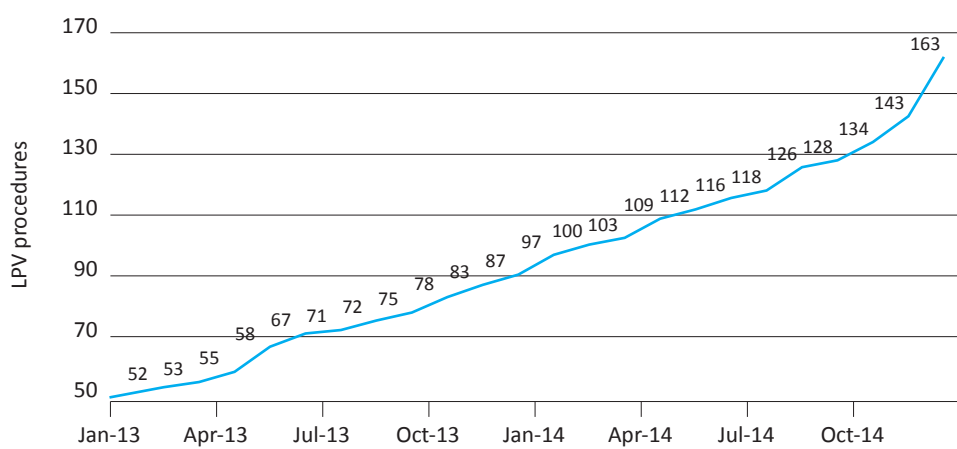


November



December

LPVs evolution per month



submitted to the Commission on 1 September; this document did not exist in the previous programme phase and brings together the plans for System evolution, Space Segment evolutions and Service evolutions over the whole period of the Delegation Agreement. Following discussions with the Commission, the Agency is now working on an updated Service Evolution Plan to confirm the accelerated extension of EGNOS coverage to the EU-28 European territories and which includes the new “EGNOS V3” services introduction.

The main actions to accelerate the service coverage extension to the EU-28 were launched: two requests for proposal were released to ESSP. One addresses the preparation of 3 new RIMS sites and the other relates to the development of a minor system release to integrate a new station and to provide further performance improvements.

The Agency also increased its involvement in the ESR 2.4.2 Definition Phase and in the ESA EGEP programme in order to prepare the EGNOS V3 development phase.

1.5.2.4 EGNOS Service Development, adoption and extension beyond the Union

By end of the reporting period, 163 “RNP” approach procedures down to “LPV” minima were published. In total, 132 airports in 14 countries now have EGNOS based operations implemented.

The following figure presents the evolution of the number of approach procedures over the past months.

The call for grants to foster EGNOS adoption in civil aviation was published in August. The call was oversubscribed with 38 proposals. The selection will be completed in 2015.

In addition, the Agency developed a roadmap for the extension of EGNOS coverage towards non-EU neighbour countries (Ukraine, and Mediterranean countries) and initiated discussions with the EU Delegation in Ukraine to develop a new project to prepare for EGNOS extension over Ukraine.

The tasks performed under terms of this delegation agreement are all reported on in the relevant Annual Implementation Report for the reporting period.

1.5.3 The Galileo Exploitation Delegation Agreement

In October 2014, the Galileo Exploitation Delegation Agreement was signed, through which the Commission delegated to the Agency further preparatory activities for the Galileo Exploitation phase, which is planned to start on 1 January 2017. Therefore, the Galileo exploitation delegated activities reported have been conducted in the last quarter of the year.

It should be highlighted that considering the high criticality of the planning of the Galileo Service Operation (GSOp) procurement, preparatory activities for this major delegated task started well before the signature of the agreement at the Agency’s initiative and with the Commission’s agreement, with a kick off of the project in February 2014 under the 2012 Exploitation Preparation Delegation Agreement.

Regarding the ramp up of operational preparatory activities, the major achievement was the formal start of the GSOp tender with the publication of the Contract Notice in the EU Official Journal on 24 December 2014. The procurement preparation for the Galileo Reference Centre (GRC) continued with the Agency gradually taking the lead for the activities. The GNSS Service Centre contracts were also successfully transferred to the Agency, which accepted to take full responsibility for the management of the contracts transferred following contract reviews, which took place during the hand over. Regarding Initial Services, following the clarification of the 2015 launch schedule and the signature of the agreement, the restart of the Initial Service preparation activities was initiated.

Finally, the Agency delivered the required reports and documents according to the agreed schedule, in particular the Monthly Status Reports for October, November and December 2014, the submission of two versions of the 2014 Galileo Budget Implementation Plan (BIP), the submission of the initial version of the 2015 Galileo BIP and the grant plan.

In line with veto rights granted to and requested by the Commission following the submission of two versions of the 2014 acquisition plan (AP) and BIP, data packages for FRAME and the GSOp were provided to the Commission to exercise associated rights. After the submission of the initial 2015 Galileo Acquisition Plan, Budget Implementation Plan and the Grant Plan by the end of December 2014, the Commission was expected to communicate the acceptance of the plan so that the related procurement procedures could progress and in order for the Agency to

properly plan the veto rights periods in line with the acquisition plan approval.

The tasks performed under terms of this delegation agreement are all reported on in the relevant Annual Implementation Report for the reporting period.

1.5.4 The Implementation of Tasks Related to the Preparation of the Exploitation Phase of the European GNSS Programmes Delegation Agreement

The Exploitation Preparation delegation agreement was signed in 2012 between the Commission and the Agency and it delegated new tasks and responsibilities to the Agency. These tasks are being carried out up until the end of 2015. Greater detail about the tasks, their status and the results are available in the relevant quarterly reports produced by the Agency for the Commission or in the 2014 Annual Implementation Report (AIR) provided to the Commission early in 2015.

1.5.4.1 Tasks related to the preparation for exploitation of the programmes

Tasks that address the preparation of the exploitation phase (operations and service provision) activities for EGNOS and Galileo were delegated to the Agency as the entity in charge of the exploitation of EGNOS and Galileo system from 2014. These activities have been superseded by the new delegation agreements on both EGNOS Exploitation and Galileo Exploitation.

1.5.4.2 Tasks related to developing the Public Regulated Service (PRS)

The Agency was tasked with preparing tender specifications for a framework contract for the provision of support in developing the Public Regulated Service (PRS) and related security activities of Galileo with initial contract duration of one year and option for renewal up to three times until 2015, provided the necessary financial and legal requirements are in place. Some of these activities were completed in the reporting period with the remainder due in 2015.

1.5.4.3 Tasks related to the Action Plan on GNSS Applications

The European Commission issued, on 14 June 2010, an Action Plan on GNSS Applications (APPAP) encompassing 24 measures focusing on the 2010-2013 period. This plan aims to increase the EU share of the satellite navigation

(GNSS) global market and to improve the EU's independence in this field (currently 6-7% of EU GDP relies on the American GPS).

The Agency's activities are implemented in close coordination with the Commission's Galileo units.

1.5.4.4 Tasks related to Communications Activities

No Communications activities under this agreement were carried out in the reporting period.

The tasks performed under terms of this delegation agreement are all reported on in the relevant Annual Implementation Report for the reporting period.

1.5.5 The FP-7 Delegation Agreement

The Agency's main objectives under this agreement were to:

- Keep the projects in line with the strategic objectives
- Maximise the projects' results
- Produce an effective communication action for each project

1.5.5.1 Objectives and Priorities

The Agency managed FP7 projects on applications, as well as security research and development in accordance with the terms of the delegation made under Article 54(2) (b) of the Financial Regulation and with the working arrangements agreed with the Commission in relation to the PRS applications and to the security related R&D activities.

1.5.5.2 List of Projects managed in 2014

The Agency's involvement in research and development over the reporting period covers the management of FP-7 projects. This is an on-going task that is ending as the projects finalise their work. Below is a list of all projects that the Agency managed under FP-7 during the reporting period, grouped by activity.

The GNSS research and development activities in FP7, managed by the Agency, are reaching the end after 3 calls for proposals and with a portfolio of approx. 90 research and development projects for an overall budget of €70 million. Because of the global scope of Galileo and EGNOS, international partners were involved in the process, mainly in the development of applications and in the evolution of the system. As a result of the programme, important results were achieved including 13 patents/registered trademarks (some of which are still on-going), 43 commercialised products/services and 77 working prototypes.

PROJECTS IN AREA OF EDUCATION AND INNOVATION

1. GNSS Education Network for Universities and Industries (**GENIUS**)
2. Strengthening User Networks for Requirement Investigation and Supporting Entrepreneurship (**SUNRISE**)
3. GNSS User Forum on Navigation based Innovation for Farmers (**UNIFARM**)

PROJECTS IN AREA OF EDUCATION AND INNOVATION

4. GNSS for Asia – Support on International Activities (**G5Asia**)
5. Growing NAVIS (**G-NAVIS**)
6. Countering GNSS high Accuracy applications Limitations due to Ionospheric disturbances in BRAzil (**CALIBRA**)

PROJECTS IN AREA OF LBS

7. Low Cost and low Energy GNSS-based WIREless Tag for asset Tracking and monitoring (**CEWITT**)
8. Galileo Signal Priority (**GSP**)
9. Low cost GNSS attitude and navigation system with inertial MEMS aiding (**LOGAM**)

PROJECTS IN PROFESSIONAL AND SCIENTIFIC APPLICATIONS

10. GPS-EGNOS based Precision Agriculture using unmanned aerial vehicles (**FieldCopter**)
11. Galileo for Gravity (**GAL**)
12. GNSS-based Planning system for Agricultural Logistics (**GEOPAL**)
13. POsition-based ServiceS for Utilities Maintenance teams (**POSSUM**)

PROJECTS IN MARITIME APPLICATIONS

14. COoperative Satellite navigation for MEteo-marine MOdelling and Services (**COSMEMOS**)

PROJECTS IN ROAD APPLICATIONS

15. Development of a Qualification Procedure for the Usage of Galileo Satellite Receivers for Safety Relevant Applications (**QualiSaR**)
16. Trusted Multiapplication Receiver for Trucks (**TACOT**)
17. JOINT GALILEO OPTIMIZATION AND VANET ENHANCEMENT (**GLOVE**)
18. A new TAXI application guided by SATellite (**TAXISAT**)
19. Enhanced (EGNOS/EDAS) Accuracy SYstem with GNSS Outage Bridging Unit (**Easy-OBu**)
20. Galileo for Interactive Driving (**GAIN**)

PROJECTS IN AVIATION

21. “Filling the gap” in GNSS Advanced Procedures and oPerations (**FilIGAP**)
22. Helicopter Deploy GNSS in Europe – NEXT (**HEDGE NEXT**)
23. ACCELERATING EGNOS ADOPTION IN AVIATION (**ACCEPTA**)

PROJECTS IN RAIL

24. Galileo Localization for Railway Operation Innovation (**GaLoROI**)
25. Satellite based operation and management of local low traffic lines (**SATLOC**)

PROJECTS IN PRS APPLICATIONS AND SECURITY

26. Integrated PMR and Galileo PRS receiver architecture (**PRS4PMR**)
27. Antenna and front-end modules for PRS applications (**ARMOURS**)
28. PRS receivers with embedded hardware intrinsic security enhancements (**PREMISE**)

The tasks performed under terms of this delegation agreement are all reported on in the relevant Annual Implementation Report for the reporting period.

1.5.6 The Horizon 2020 Delegation Agreement

In April 2014, the Horizon 2020 Delegation Agreement was signed, through which the Commission delegated to the Agency the implementation of specific tasks under the Horizon 2020 framework programme for research and innovation. The Agency's main objectives within the reporting period for this agreement were to:

- Keep the projects in line with strategic objectives
- Maximise the projects' results
- Produce an effective communication action for each project

1.5.6.1 Objectives and Priorities

Following the EU international strategy for research and innovation, since April 2014 the Agency was entrusted with the implementation of specific tasks under the Horizon 2020 framework programme for research and innovation in accordance with the terms of the delegation made under Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 on lay-

ing down the rules for participation and dissemination in "Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020)" ("H2020 Regulation"). The tasks are focused on management and follow-up of projects related to GNSS applications.

1.5.6.2 Summary of Main Tasks in 2014

The Agency activities regarding this programme started with last year's first call of Galileo applications, having received 109 proposals from 775 applicants. Applications were evaluated based on excellence, impact, quality, and efficiency of implementation. After the evaluation, 25 proposals were invited for the grant agreement preparation phase and two were placed on the reserve list. Below is a list of all projects that the Agency managed under Horizon 2020, grouped by activity.

On 4 November 2014 the second call of Horizon 2020-Galileo was officially open. With a budget of € 25 million, the deadline for submitting proposals was set for 8 April 2015. The EGNSS applications have been included in the part of the programme's Space Theme, having synergies with such societal challenges topics as transportation, maritime, agriculture, energy and climate change.

The tasks performed under terms of this delegation agreement are all reported on in the relevant Annual Implementation Report for the reporting period.

PROJECTS IN AREA OF AVIATION

1. GNSS Monitoring for Critical Applications (**GMCA**)
2. Increase airport capacity, safety and security using European GNSS (**e-Airport**)
3. Ukraine Replication, Awareness and Innovation based on EGNSS (**UKRAINE**)
4. Building EGNSS capacity on EU neighbouring multimodal domains (**BEYOND**)
5. Capacity building for aviation stakeholders, inside and outside the EU (**CaBilAvi**)

PROJECTS IN AREA OF ROAD

6. Galileo-Enhanced MOTIT: an electric scooter sharing service for sustainable urban mobility (**G MOTIT**)
7. Galileo-based solutions for urban freight transport (**GALENA**)
8. First Operational, Secured and Trusted galilEo Receiver for ITS (**FOSTER ITS**)
9. Joint European Project for International ITS/EGNSS awareness Raising (**JUPITER**)

PROJECTS IN AREA OF RAIL

10. ERTMS on SATELLITE – Enabling Application Validation (**ERSAT EAV**)

PROJECTS IN AREA OF MARITIME

11. Galileo-based passive radar system for maritime surveillance (**spyglass**)
12. An EGNSS application providing an end-to-end solution based on the SAR/Galileo service and particularly using the Return-Link-Message (RLM), to improve the mobility and safety of citizens (**SAT406M**)

PROJECTS IN AREA OF LBS

13. LBS Augmented Reality Assistive System for Utilities Infrastructure Management through Galileo and EGNOS (**LARA**)
14. European Location As A Service Targeting International Commerce (**ELASTIC**)
15. Galileo Enhancement as Booster of the Smart Cities (**GHOST**)
16. GNSS driven EO and Verifiable Image and Sensor Integration for mission-critical Operational Networks (**GEO VISION**)

PROJECTS IN AREA SURVEYING/MAPPING

17. EGNOS-GPS/GALILEO-based high-resolution terrestrial-aerial sensing system (**mapKITE**)
18. Precise and Robust Navigation enabling Applications in Disturbed Signal Environments (**PARADISE**)
19. Monitoring of Soil moisture and water-flooded areas for agriculture and environment (**MISTRAL**)
20. Combined Positioning-Reflectometry Galileo Code Receiver for Forest Management (**COREGAL**)

PROJECTS IN AREA TIMING/SYNCHRONIZATION

21. Demonstrator of EGNSS Services based on Time Reference Architecture (**DEMETRA**)

GNSS AWARENESS RAISING AND CAPACITY BUILDING

22. E-GNSS Knowledge Triangle (**E-KnoT**)
23. Industrial cooperation across continents (**GNSS.asia2**)
24. Multiplying In Africa European Global Navigation Initiatives Fostering Interlaced Cooperation (**MAGNIFIC**)
25. Polish Support to Innovation and Technology Incubation (**POSITION**)

2. MANAGEMENT



2.1 Management Board

The Agency has an Administrative Board that is described in section 2.1.1. It also has a separate Security Accreditation Board, which is responsible for accreditation matters, described in section 2.1.2

2.1.1 The Administrative Board

The Administrative Board brings together representatives of the Member States, the European Commission and the European Space Agency. The Administrative Board is responsible for defining the Agency's priorities, establishing the budget and monitoring the Agency's operations.

2.1.1.1 Composition

Voting Members	European Member States (28 representatives) and European Commission (4 representatives). A detailed list of Board Members is available on the Agency website.
Non-Voting Members	European Parliament (1 representative), Norway
Observers	European Space Agency (1 representative)
Chair	Ms Sabine Dannelke (Germany)
Deputy Chair	Mr Christian Gaisbauer (Austria)

2.1.1.2 List of Administrative Board Decisions

The Administrative Board met three times in March, June and November. These meetings, numbered 38 through 40, decided upon the following items:

Mtg	Date	Reference	Title
38	20 Mar	38-14-03-20-07	Organisational Structure of the Agency
38	20 Mar	38-14-03-20-06	Staff Regulations of Officials of the European Communities
39	19 Jun	39-14-03-20-03	Annual Accounts 2013
40	6 Nov	40-14-11-06-05	Annual Activity Report 2013
40	6 Nov	40-14-11-06-08	Simplified & Reduced Internal Control Requirements
40	6 Nov	40-14-11-06-08	Appointment of the Accounting Officer

Additionally, the Administrative Board also took the following decisions based upon written procedures, namely (numbered 29 to 36):

Mtg	Date	Title
29	10 Jan	The Annual Work Programme 2014; This was rejected at the time.
30	3 Feb	Carry-over of payment appropriations from Budget 2013
31	7 Apr	Draft Budget 2014
32	25 Apr	Financial Regulation
33	25 Apr	Implementing Rules of the Financial Regulation
34	13 Jun	Annual Work Programme 2014
35	13 Jun	Temporary delegation of Appointing Authority Powers to the Chair
36	1 Dec	Budget Appropriations In Excess of 10%

2.1.2 The Security Accreditation Board

The Security Accreditation Board (SAB) brings together representatives of the Member States, the European Commission, the High Representative for Foreign Affairs and the Security Policy and the European Space Agency. The SAB is responsible for the security accreditation of the European GNSS systems, i.e. to verify that they comply with the applicable security rules and regulations as established by the Council and the European Commission. The SAB is the sole Security Accreditation Authority of the European GNSS systems and acts independently of the authorities in charge of the programmes.

The general principles for security accreditation, the responsibilities and typical tasks are laid down in Regulation (EU) No 912/2010 under Chapter III.

2.1.2.1 Composition

Voting Members	European Member States (28 representatives)
Non-Voting Members	European Commission (1 representative) High Representative for Foreign Affairs and the Security Policy (1 representative)
Observers	European Space Agency (1 representative) Norway (1 representative)

The decisions taken by the SAB are classified.

2.2 Major Developments

Over the reporting period, several programmatic and administrative developments took place in the Agency:

- As of 1 January, the Agency took responsibility for the EGNOS programme, under the terms of the EC-GSA Delegation Agreement.
- The Agency published the contract notice for the Galileo Service Operator tender in the EU Official Journal.
- At the end of the reporting period, the Agency achieved ISO 9001 Quality certification.

2.3 Budgetary and financial management

The Agency's own executed budget in 2014 was EUR 25328686.08 out of a maximum budget of EUR 25369057.57 representing 99.84% of budget execution in terms of commitments. In addition to the annual subsidy, in 2014 the Agency managed a delegated budget from the European Commission of EUR 694347019 in terms of on-going contracts and grant agreements. Of this, EUR 589561813 represents commitments under the EGNOS Exploitation Delegation Agreement signed in April 2014; EUR 7772207 commitments under the Galileo Exploitation Delegation Agreement signed in October 2014 and EUR 28748111 was signed for 19 grant agreements under the first call of the Horizon 2020 programme

In terms of budget breakdown, total expenditure on staff costs in 2014 was EUR 11182969; other administrative costs amounted to EUR 6364293; and expenditure on

operational costs was EUR 7781424. Details of the implementation of the budget in 2014 can be found in the Report on Budgetary and Financial Management in 2014 on the Agency's website.

The entire Agency revenue comes from the EU budget. No other sources of funding were available in 2014.

Over the reporting period, the Agency's procurement was split as follows:

- 43% were open procedures
- 8% were restricted procedures
- 49% were negotiated procedures

2.4 Human Resources (HR) Management

At the end of the reporting period, the Agency employed 83 Temporary Agents (TA), 31 Contract Agents (CA) and 4 Seconded National Experts (SNE) of which two were cost-free SNEs. Additionally, 13 TA and 2 CA candidates had accepted offers of employment. The staff complement increased by 17% compared to 2013.

Around 30 selection procedures were finalised in 2014, more than 1,500 applications were processed and more than 250 interviews were conducted. The Agency also hired 12 trainees on a one-year traineeship in a function corresponding to their academic background.

The Agency reached the 100% execution rate of the Establishment Plan by end of December 2014. The average duration of the selection procedures from publication of vacancy to offer was 3 months, which far exceeds the targeted KPI of 5 months. In view of further improving the quality and effectiveness of selection procedures the Agency launched a project to introduce work-related personality questionnaires and assessment centres for managerial positions as of 2015.

The Agency's staff management services smoothly accommodated the growing number of staff in terms of comprehensive induction trainings, payroll, performance management, leave administration and other core HR functions.

In addition, the extensive workload connected to the finalisation of the relocation of staff members from Brussels to the GSMC site in France, from Brussels to the Prague Headquarters and to the new GSMC site in the UK was efficiently and effectively managed. The Agency also initiated new and tailored relocation services to newcomers and expat staff.

On 1 January 2014, the new Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Union entered into force. Eighteen new implementing rules were applied by analogy and The Agency managed their smooth implementation. In addition, the Agency developed and streamlined policies and processes in various areas such as learning and development framework and grade harmonisation policy.

The Agency also paid high attention to regularly assessing the needs and satisfaction of staff members e.g. through staff surveys on learning assessment needs and performance management. After a careful assessment, appropriate measures were implemented to follow up on matters raised.

In the continuous effort to support the achievement of the Agency's strategic goals and to contribute to enhancing individual and departmental performance and effectiveness, 62 learning and development events in Prague and St. Germain-en-Laye were implemented which represented a considerable increase compared to the previous year. In addition, staff members participated in 131 external learning activities following identified needs.

Overall, learning and development KPIs on attendance and satisfaction were fully met in 2014. The average number of training days per staff member was more than the targeted 6 per year and the average rating of the quality of training reached almost 8 out of 10.

The Agency's HR department also contributed to the achievement of the ISO 9001 certification on quality management both enhancing quality and streamlining processes on a departmental level as well as through the organisation of the various tailored training sessions (12 DMS training sessions, 8 IMS training sessions).

Continued attention was paid to the organisation of social and well-being activities and events focused on staff member networking, inter-departmental communication, and the creation of a common Agency culture as well as providing opportunities to improve health/physical conditions of staff.

Finally, during the reporting period, the groundwork was laid in the various areas of HR activity to move from an approach that is focused on administration and on delivering traditional personnel services towards strategic services providing a set of policies and tools better aligned with the Agency's strategic objectives focused on customers.

2.5 Assessment by Management

Based on the control procedures performed by staff of the Agency, a positive conclusion on the legality and regularity of transactions could be drawn.

The Agency is at a crossroads, in transition from a public administration to a service organisation. In 2014, it created an Integrated Management System documenting key processes to accommodate new and upcoming operational responsibilities. Though it is in general compliant with EC Internal Control Standards (ICS), the Agency is fully aware of its weakness in relation to some specific standards and intends to become fully compliant in the course of 2015-16.

of overriding controls or deviations from the established regulatory framework is well explained, registered and reported in accordance with the principle of transparency. An exception must be documented, justified and approved at the appropriate level before any action is taken.

There were 16 exceptions registered in 2014, none of which affected in a material way the overall sound financial management of the GSA. The exception register has been shared with external auditors

2.5.1 Register of Exceptions

The Agency has a procedure in place for registering exceptions. Its overall objective is to establish appropriate arrangements to ensure that any exceptional circumstance

2.6 Budget implementation tasks entrusted to other services and entities

Not applicable

2.7 Assessment of audit results during the reporting year

2.7.1 Internal Audit Service (IAS)

An agreement was recently reached with the Internal Audit Service on an Action Plan to enhance the procedure for the handling of ex-ante and ex-post audits on Grant Management activities at the Agency. Certain documentation aspects and the corresponding grant management manual will have to be improved as well.

The Agency accepted this Action Plan and is committed to continue implementing the recommendations raised at the end of last year by the Internal Audit Capability of DG

GROW (then ENTR) related to the audit of procurement activities performed by the Agency under delegation from the Commission.

2.7.2 European Court of Auditors (ECA)

The Agency did not receive any critical recommendation from the Court of Auditors for the reporting period and the open issues in relation to previous years had been successfully closed.

2.8 Follow up of recommendations and action plans for audits

The general conclusions and recommendations, drawn from the evaluation by the Commission in 2014, add further to the assurance provided by the Authorising Officer. The Commission Reports provide a generally positive

assessment and perception of the Agency, and provide valuable feedback on the areas to be improved. These recommendations are listed in section 2.7.1

2.9 Follow up of recommendations from the discharge authority

The discharge authority made no recommendations.

2.10 External Evaluations

No issues were identified in the external audits of the Annual Implementation Reports of both the EGNOS and the Galileo delegation agreements for the reporting period.

In relation to the ongoing assessment of the Agency's accounts by external auditors, we do not foresee major issues.

3. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS



3.1 Risk management

The Agency currently undertakes risk assessment and monitoring activities at both operational and support department level but lacks an overall corporate risk management policy and procedure.

Operational risk assessments procedures are documented. The outcomes of operational risk assessments are shared with management and reported directly to the Commission for information and/or further consolidation and reporting at the respective program level. Risks within support departments are assessed and individual corrective actions are embedded in daily operations. The Finance unit maintains a Registry of Exceptions mostly fed from activities related to payments and procurements.

Within the ISO 9001 Quality Certification, a registry was set up to capture Non-Conformances and Suggestions

for Improvement at Corporate level (NC Registry). Non-Conformances relate to any situation where an Agency's stakeholder's requirements are not fulfilled and possibly reflect situations in which a process or procedure has not been properly followed or is missing. The functioning of this registry is defined in the corresponding procedure. Though it does not pretend to be a Risk Register, its introduction has had an early prevention and curative value in relation to risks mostly of a procedural nature. The registry is reviewed and updated periodically.

Given that 2014 was mostly devoted to developing basic documentation for the key processes within its Integrated Management System, the sequential development to provide the Agency's management with the a more complete toolset should be the design and implementation of its risk management policy and procedure (including implementing rules) and corresponding risk register. The Agency expects to have an operational risk management capability in 2015.

3.2 Compliance and effectiveness of Internal Control Standards

The Agency enjoyed a reasonable level of Internal Control Standards (ICS) compliance in 2014 understanding that limitations existed in 2014 mostly due to its build-up phase, as evidenced by the development of the Integrated Management System and the subsequent documentation of all key processes (ICS 8).

In relation to major areas identified as non/partial compliance in 2014 like Antifraud Strategy and Conflict of Interest (ICS 2), Risk Management (ICS 6 and 7), Internal Audit Capability (ICS 16), important developments will take place in 2015. Policies defining the Agency's Antifraud Strategy and Conflict of Interest policy for different inter-

est groups will be put in place in 2015 and implementation should be well advanced in 2015 as well. As explained in the corresponding section of this report, the Agency's Risk Management functionality will be developed in 2015. The Agency and the European Chemical Agency (ECHA) agreed the possibility of sharing a single Internal Audit Capability (IAC).

In relation to some areas, the Agency is progressing but remains partially compliant. We have to remark two in particular: Business Continuity (ICS 10), for which the Agency developed a plan in 2012 centred on its ICT capability, and Document Management (ICS 11), for which a policy was introduced in 2014. Further preliminary training was provided to all staff to make them aware of the requirements of the policy and the use of standard nomenclature.

4. MANAGEMENT ASSURANCE



4.1 Review of the elements supporting assurance

4.1.1 Follow-up of Reservations from Previous Years

The declaration of assurance of the Authorising Officer in the Annual Activity Report 2013 did not contain any reservations.

4.2 Reservations

Not applicable

4.3 Overall conclusions on assurance

Not applicable

5. DECLARATION OF ASSURANCE



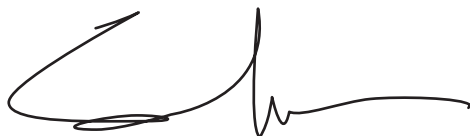
I, the undersigned, Carlo des Dorides,
Executive Director of the GSA,

In my capacity as authorising officer,

Declare that the information contained in this report gives a true and fair view¹⁰.

- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.
- This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex post controls, the work of the internal audit capability, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.
- Confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Prague, 04 June 2015



Carlo des Dorides

10. True and fair in this context means a reliable, complete and correct view on the state of affairs in the service.

ANNEXES



Annex I – Core business statistics

The measurement of core business activities and the related Key Performance Indicators (KPIs) are listed in section 1.

The Agency wishes to note that section 1.5 refers to tasks that are delegated by the Commission; these tasks are clearly defined together with their KPIs in the relative delegation agreement.

Annex II – Statistics on financial management

II.1 – Rate and type of implementation of appropriations

Budget line	Heading		Commitment Appropriations (CAs)			
			Executed	%	Unspent	%
Title 1 – Staff expenditure						
1100	Staff expenditure	8,872,454.28	8,872,454.28	100%	0.00	0%
1200	Recruitment costs	110,400.00	110,400.00	100%	0.00	0%
1300	Missions and travel	1,143,340.00	1,102,968.51	96%	40,371.49	4%
1400	Training expenditure	322,499.43	322,499.43	100%	0.00	0%
1700	Representation expenditure	259.49	259.49	100%	0.00	0%
1800	Tuition fees	774,387.37	774,387.37	100%	0.00	0%
Total for title 1		11,223,340.57	11,182,969.08	100%	40,371.49	0%
Title 2 – Administrative expenditure						
2000	Rental of buildings	2,187,626.93	2,187,626.93	100%	0.00	0%
2100	Data processing	2,776,134.00	2,776,134.00	100%	0.00	0%
2200	Movable property	245,416.98	245,416.98	100%	0.00	0%
2300	Current administrative costs	856,493.55	856,493.55	100%	0.00	0%
2400	Postage and telecommunication costs	242,121.91	242,121.91	100%	0.00	0%
2500	Meetings	56,500.00	56,500.00	100%	0.00	0%
Total for title 2		6,364,293.37	6,364,293.37	100%	0.00	0%
Total for titles 1 and 2		17,587,633.94	17,547,262.45	100%	40,371.49	0%
Title 3 – Operational expenditure						
3100	Expenditure on studies	6,731,423.63	6,731,423.63	100%	0.00	0%
3300	SAB operational expenditure	1,050,000.00	1,050,000.00	100%	0.00	0%
Total for title 3		7,781,423.63	7,781,423.63	100%	0.00	0%
TOTAL T1+T2+T3		25,369,057.57	25,328,686.08	99.84%	40,371.49	0.16%

Payment appropriations budgeted 2014	Payment Appropriations (PAs)					
	Paid in 2014	%	Carried forward	%	Total executed	%
8,872,454.28	8,872,454.28	100%	0.00	0%	8,872,454.28	100%
110,400.00	85,011.47	77%	25,388.53	23%	110,400.00	100%
1,143,340.00	1,029,021.79	93%	73,522.37	6%	1,102,544.16	96%
322,499.43	192,060.00	60%	130,439.43	40%	322,499.43	100%
259.49	259.49	100%	0.00	0%	259.49	100%
774,387.37	455,916.41	59%	318,470.96	41%	774,387.37	100%
11,223,340.57	10,634,723.44	95%	547,821.29	5%	11,182,544.73	100%
2,187,626.93	1,576,689.64	72%	610,937.29	28%	2,187,626.93	100%
2,776,134.00	721,643.08	26%	2,054,490.92	74%	2,776,134.00	100%
245,416.98	51,678.79	21%	193,738.19	79%	245,416.98	100%
856,493.55	422,092.02	49%	434,401.53	51%	856,493.55	100%
242,121.91	126,473.81	52%	115,648.10	48%	242,121.91	100%
56,500.00	47,616.58	84%	8,883.42	16%	56,500.00	100%
6,364,293.37	2,946,193.92	46%	3,418,099.45	54%	6,364,293.37	100%
17,587,633.94	13,580,917.36	77%	3,965,920.74	23%	17,546,838.10	100%
6,731,423.63	1,899,197.02	28%	4,832,226.61	72%	6,731,423.63	100%
1,050,000.00	541,969.49	52%	508,030.51	48%	1,050,000.00	100%
7,781,423.63	2,441,166.51	31%	5,340,257.12	69%	7,781,423.63	100%
25,369,057.57	16,022,083.87	63%	9,306,177.86	37%	25,328,261.73	100%

II.2 – Information on transfers and amending budgets

There was one amending budget for 2014, published on 31 January 2015 in the Official Journal, reflecting all transfers implemented within 2014.

		(a)	(b)	(c)	(d)	(e)	(f) = (a) - (b) + (c) - (d) - (e)
Budget line	Description	Outstanding balances as of 01/01/2014	Payments on outstanding balances in 2014	New 2014 commitments	Payments on new 2014 commitments	Cancellations in 2014	Outstanding balances as of 31/12/2014
1100	Staff costs	0.00	0.00	8,872,454.28	8,872,454.28	0.00	0.00
1200	Recruitment	30,050.03	14,118.49	110,400.00	85,011.47	15,931.54	25,388.53
1300	Missions	73,522.37	43,074.59	1,102,968.51	1,029,021.79	30,447.78	73,946.72
1400	Training	54,031.06	49,274.98	322,499.43	192,060.00	4,756.08	130,439.43
1700	Representation	0.00	0.00	259.49	259.49	0.00	0.00
1800	Tuition fees	229,537.87	229,537.87	530,012.44	300,474.57	0.00	229,537.87
	Total title 1	387,141.33	336,005.93	10,938,594.15	10,479,281.60	51,135.40	459,312.55

		(a)	(b)	(c)	(d)	(e)	(f) = (a) - (b) + (c) - (d) - (e)
Budget line	Description	Outstanding balances as of 01/01/2014	Payments on outstanding balances in 2014	New 2014 commitments	Payments on new 2014 commitments	Cancellations in 2014	Outstanding balances as of 31/12/2014
2000	Rent	511,132.39	418,666.08	2,187,626.93	1,576,689.64	92,466.31	610,937.29
2100	Data processing	720,635.88	654,000.63	2,776,134.00	721,643.08	66,635.25	2,054,490.92
2200	Movable property	122,049.23	121,867.63	245,416.98	51,678.79	181.60	193,738.19
2300	Current admin costs	385,570.68	374,684.57	856,493.55	422,092.02	10,886.11	434,401.53
2400	Post/telecom	11,910.54	11,190.54	242,121.91	126,473.81	720.00	115,648.10
2500	Meetings	6,173.54	6,173.54	56,500.00	47,616.58	0.00	8,883.42
	Total title 2	1,757,472.26	1,586,582.99	6,364,293.37	2,946,193.92	170,889.27	3,418,099.45
3100	Operations & studies	1,158,202.59	1,024,902.59	6,731,423.63	1,357,082.49		5,507,641.14
3300	SAB costs	978,720.29	438,842.07	1,050,000.00	140,252.46		1,449,625.76
	Total title 3	2,136,922.88	1,463,744.66	7,781,423.63	1,497,334.95	0.00	6,284,088.68
	Totals	4,281,536.47	3,386,333.58	25,084,311.15	14,922,810.47	222,024.67	10,161,500.68

II.3 – Information on interest charged through late payments

A total of EUR 28,951.29 of interest on late payment was paid in 2014.

II.4 – Summary information on budgetary operations

The Agency began the year 2014 with an initial budget of 25,369,057 EUR. There was no amendment to the overall amount of the budget during the year.

Budget execution for the year was 99.84% in commitment appropriations and also in payment appropriations when taking into account the non-automatic carry-forward in order to maintain the Agency's payment capacity on existing legal obligations.

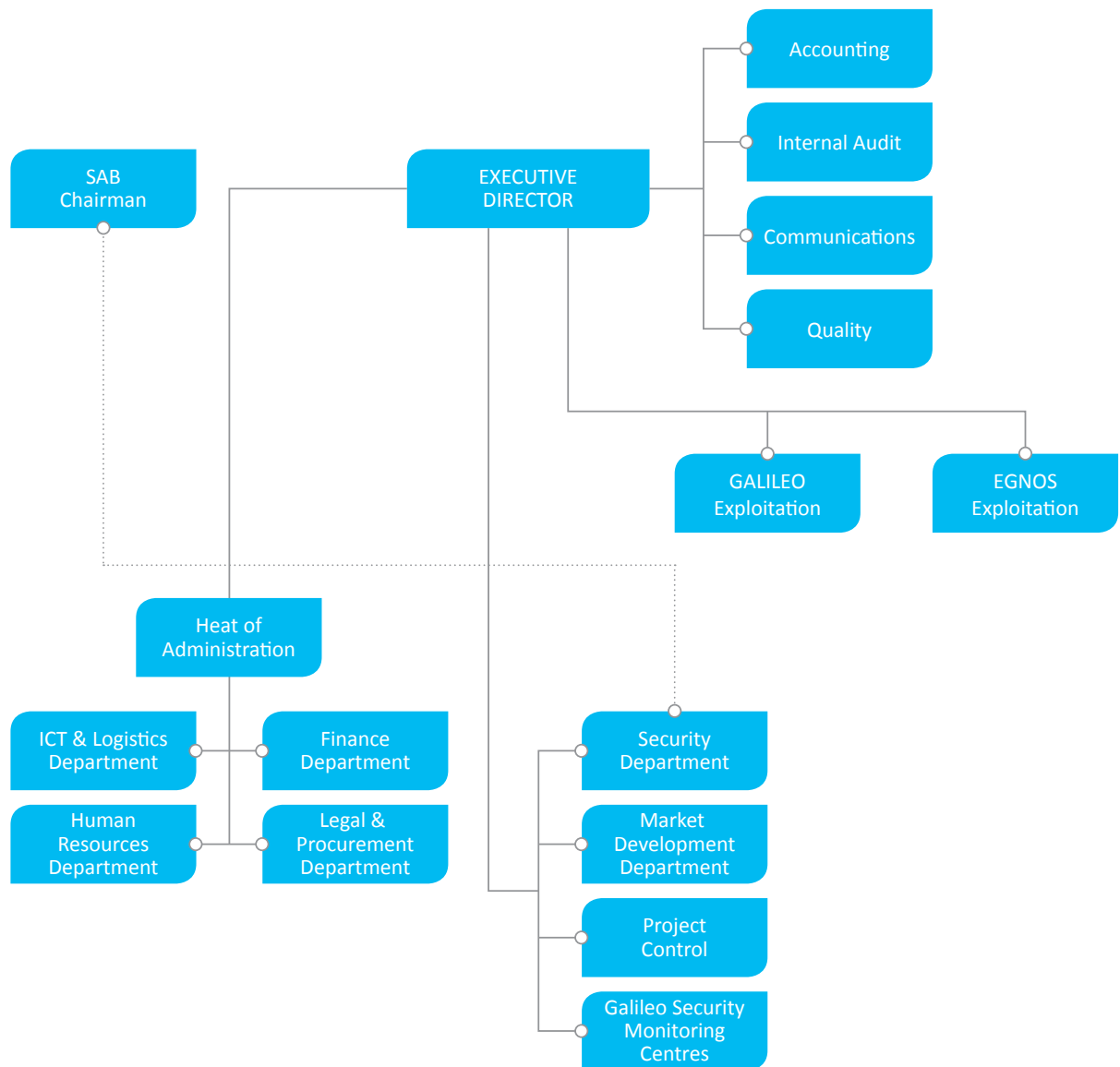
The number of financial transactions increased significantly in comparison with 2013 (an overall increase of

24%) with average payment times of 13 days, well below the 30 days EU benchmark and an improvement on 2013's average payment times of 17 days.

A reduction in the number of posts in the establishment plan for 2015 resulted in a temporary freeze on recruitment in order for the Agency to reassess its staffing priorities for both 2014 and 2015. This resulted in lower than budgeted costs for all staff related budget lines and a transfer of funds to other budget lines in order to fund additional IT projects for which budget had originally not been available.

The Agency managed an even larger amount of delegated budget in 2014 in comparison with previous years following the signature of three new Delegation Agreements in the course of 2014 for EGNOS Exploitation, Galileo Exploitation and Horizon 2020. A total of 694,347,019 EUR in delegated budget was being managed in terms of ongoing contracts and grant agreements by the end of 2014.

Annex III – Organisational Chart



Annex IV – Establishment Plan

The Agency's Establishment Plan for 2014 is as follows:

Category and grade	Establishment plan in EU Budget 2014		Modifications in 2014 in application of flexibility rule ¹¹	
	Officials	TA	Officials	TA
AD 16				
AD 15				
AD 14		1		1
AD 13				
AD 12		3		2
AD 11		3		2
AD 10		5		6
AD 9		10		10
AD 8		23		19
AD 7		37		36
AD 6		7		12
AD 5		2		3
Total AD		91		91
AST 11				
AST 10				
AST 9				
AST 8				
AST 7				
AST 6				
AST 5		2		1
AST 4		1		1
AST 3		1		2
AST 2		1		
AST 1				1
Total AST		5		5
AST/SC 6				
AST/SC5				
AST/SC4				
AST/SC3				
AST/SC2				
AST/SC1				
Total AST/SC				
TOTAL		96		96

11. In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different percentage rate.

Annex V – Human resources by activity

The 2014 distribution of staff was as follows, split by areas of activity:

	Allocated on 31 Dec 2014	
	TA	CA
EGNOS Exploitation	15	2
Galileo Exploitation	29	0
Research & Development (H2020)	5	5
Security accreditation	11	1
Security tasks	2	2
GSMC operations	18	8
Market Development	5	3
General Administration	10	14
Communication	1	0
Total	96	35

Annex VI – Specific Annexes related to part 2

VI.1 GSA Legal Framework (as of 31 December 2014)

Document	Ref.	Issue - Date
Council Joint Action 2004/552/CFSP of 12 July 2009 and aspects of the operation of the European satellite radio-navigation system affecting the security of the European Union	Joint Action 2004/552/CFSP ¹²	12 Jul 2004
Regulation (EC) No 1285/2013 of the European Parliament and of the Council of 11 December 2013 on the implementation and exploitation of European satellite navigation systems and repealing Council Regulation (EC) No 876/2002 and Regulation (EC) No 683/2008 of the European Parliament and of the Council	1285/2013	11 December 2013
Regulation (EU) 912/2010 of the European Parliament and of the Council of 22 September 2010 setting up the European GNSS Agency, repealing Council Regulation (EC) No 1321/2004 on the establishment of structures for the management of the European satellite radio-navigation programmes and amending Regulation (EC) No 683/2008 of the European Parliament and of the Council	912/2010 ¹³	22 Sep 2010
Council Decision No 2011/292/EU of 31 March 2011 on the security rules for protecting EU classified information	2011/292	31 Mar 2011

12. Repealed by Council Decision 2014/496/CFSP of 22 July 2014 on aspects of the deployment, operation and use of the European Global Navigation Satellite System affecting the security of the European Union and repealing Joint Action 2004/552/CFSP.

13. Was amended by Regulation (EU) No. 512/2014 of 16 April 2014.

Document	Ref.	Issue - Date
Decision No 1104/2011/EU of the European Parliament and of the Council of 25 October 2011 on the rules for access to the Public Regulated Service provided by the Global Navigation Satellite System established under the Galileo programme	1104/2011 (enforced on 5/11/2011)	25 Oct 2011
Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002	966/2012	25 Oct 2012
Financial Regulations of the GSA adopted by the Administrative Board on 11 October 2005 (GSA-AB-2005-042), as amended by the Administrative Board on 20 November 2008 (GSA-AB-08-11-18-02)	GSA-AB-08-11-18-02	20 Nov 2002
Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union	1268/2012	29 Oct 2012
Implementing rules of the GSA Financial Regulations adopted by the Administrative Board on 27 October 2006 (GSA-AB-06-10-07-04)	GSA-AB-06-10-07-04	27 Oct 2006
Regulation No 31 (EEC), 11 (EAEC), laying down the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Economic Community and the European Atomic Energy Community	Staff Regulations	As amended (2007)

Annex VII – Specific annexes related to part 3

There are no annexes to part 3 for the reporting period.

Annex VII – Draft Annual Accounts and Financial Reports

The Provisional Annual Accounts for the reporting period have been prepared and were sent to the European Commission on their due date.

In April 2015, the Court of Auditors audited these Accounts. After their final remarks, the Agency will submit the 2014 Final Annual Accounts to its Administrative Board for adoption.

Annex IX – List of Acronyms

Abbreviation	Definition
ADAS	Advanced Driver Assistance Systems
ADSB	Automatic Dependent Surveillance – Broadcast
AIR	Annual Implementation Report
AIS	Automatic Identification System
AML STC	All Model List Supplementary Type Certificate
ANSP	Air Navigation Service Provider
AP	Acquisition Plan
APPAP	Application Action Plan
APV	Approach Procedure with Vertical Guidance
ASECAP	European Association of Tolled Road Infrastructure Operators
ATL	Authorisation To Launch
ATM	Air Traffic Management
BA	Business Aviation
BIP	Budget Implementation Plan
CA	Civil Aviation
CAA	Civil Aviation Authority
CBCS	Coordination Baseline Configuration Status
CCI	COMSEC Controlled Item
CDA	Crypto-Distribution Authority
CDR	Critical Design Review
CEN TC5-WG1	CEN is the entity issuing the standard, TC5-WG1 is an internal nomenclature for the working group developing the standard
CER	Community of European Railways
CFSP	Common Foreign and Security Policy
CMS	Common Minimum Standards
CNES	Centre National d'Etudes Spatiales
COMSEC	Communication Security
CONOPS	Concept of Operations
CPA	Competent PRS Authority
CS	Commercial Service
CSO	Central Security Office
CUE	Confidential UE
DA	Distribution Authority
DCN	Document Change Notice
DG	Directorate General
DG ENTR	Directorate-General Enterprise
DG GROW	Directorate General Growth
DG MOVE	Directorate-General for Mobility and Transport
DGNSS	Differential Global Navigation Satellite System

Abbreviation	Definition
DMS	Document Management System
DOORS	Dynamical Object-Oriented Requirements Systems
EASA	European Aviation Safety Agency
EBAA	European Business Aviation Association
EBACE	European Business Aviation Convention and Exhibition
EC	European Commission
ECAC	European Civil Aviation Conference
EDAS	EGNOS Data Access System
EEAS	European External Action Service
EENA	European Emergency Number Association
EETS	European Electronic Tolling System
EGEP	E-GNSS Evolution Programme
EGMER	E-GNSS Mission Evolution Report
EGNOS	European Geostationary Navigation Overlay Service
EGNSS	European Global Navigation Satellite System
ELT	Emergency Locator Transmitters
EMRF	European Maritime Radio navigation Forum
EN	English
eNAV	e-navigation
EPIRB	Emergency Positioning Indication Radio Beacon
ERA	European Regional Aviation
ERTMS	European Rail Traffic Management System
ESA	European Space Agency
ESE	European Space Expo
ESNC	European Satellite Navigation Competition
ESP	EGNOS Service Provider
ESR	EGNOS System Release
ESSP	European Satellite Services Provider
ETC	Electronic Toll Collection
EU	European Union
EUCI	EU Classified Information
EURATOM	The European Atomic Energy Community
EUROCONTROL	European Organisation for the Safety of Air Navigation
Financial Regulation	Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002
FKC	Flight Key Cell
FOC	Full Operational Capability
FOC TUR-P	Full Operational Capability Test User Receiver Public Regulated Service (PRS)
FP7	Seventh Framework Programme for Research and Technological Development of the European Union
FR	France
FTE	Full-Time Equivalent

Abbreviation	Definition
GA	General Aviation
GDDN	Global Data Dissemination Network
GDP	Gross Domestic Product
GEO	Global Earth Observation
GLONASS	The Russian Global Navigation Satellite System
GMS	Ground Mission Segment
GNSS	Global Navigation Satellite System
GNSS Regulation	Regulation (EU) No 1285/2013 of the European Parliament and of the Council of 11 December 2013 on the implementation and exploitation of European satellite navigation systems
GNSS Security Board	The Security Board of the European GNSS Systems, which is composed of one representative of each Member State, selected from among the recognised experts in the field of safety and security, and a representative of the Commission
GNSS SB WG NET	GNSS Security Board Working Group – National Expert Team
GPS	Global Positioning System (USA)
GRC	Galileo Reference Centre
GRUE	GSA EU Restricted Network
GSA	European GNSS Agency
GSA Regulation	Regulation (EU) No 912/2010 of the European Parliament and of the Council of 22 September 2010 setting up the European GNSS Agency, as amended by Regulation (EU) 512/2014.
GSAP	GNSS Security Accreditation Panel
GSC	GNSS Service Centre
GSF	Galileo Security Facility
GSMC	Galileo Security Monitoring Centre
GSMC-N	GSMC-Nucleus
GSOP	Galileo Service Operator
GSP	Galileo Service Provision
GSUE	GSA EU Secret Network
HQ	Headquarters
HR	Human Resources
IATO	Interim Authorisation to Operate
ICCVE	International Conference on Connected Vehicles and Expo
ICG	International Committee on GNSS
ICS	Internal Control Standards
ICT	Information and Communications Technology
IMO	International Maritime Organization
IMS	Integrated Management System
IOC	Initial Operational Capability
IOV	In-Orbit Validation
ISMS	Information Security Management System
ISO	International Standards Organisation
IT	Information Technology
ITAR	International Traffic in Arms Regulations

Abbreviation	Definition
ITS	Intelligent Transport Systems
ITT	Invitation to Tender
Joint Action	Council Joint Action 2004/552/CFSP of 12 July 2004 on aspects of the operation of the European satellite radio-navigation system affecting the security of the European Union
JRC	Joint Research Centre
KMOP	Key Management Operation Procedure
KPI	Key Performance Indicator
LBS	Location-Based Services
LPV	Localiser Performance with Vertical
LSA	Local Security Authority
LSO	Local Security Officer
MEP	Member of European Parliament
MMFP	Market Monitoring and Forecasting Process
MRD	Mission Requirements Document
MRD CCB	Mission Requirements Document Change Control Board
MS	Member State(s)
NC	Nonconformity
NDA	National Distribution Authority
NGCT	Next Generation Train Control project
NSA	National Security Agency
OPS	Operations
ORR	Operations Readiness Review
OS	The Galileo Open Service
OVR	Operations Validation Readiness Review
PCCB	Programme Change Control Board
PLB	Personal Locator Beacon
PMP	Project Management Plan
PMR	Professional Mobile Radio
PNT	Positioning, Navigation, and Timing
POC	Point of Contact
POC-P	Point of Contact Platform
PRS	Public Regulated Service
PRS US SAS	PRS User Segment Security Accreditation Strategy
P3RS2	PRS Pilot Project 2
PRS4PMR	Public Regulated Service for Personal Mobile Radio
PSC	Personal Security Clearance
RA	Regional Airlines
RAMS	Reliability, Availability, Maintainability, Safety
R&D	Research and development
RID	Review Item Discrepancy
RIMS	Ranging and Integrity Monitoring Station

Abbreviation	Definition
RNP	Required Navigation Performance
RUC	Road User Charging
RUE	EU Restricted
SAA	Security Accreditation Authority
SAB	Security Accreditation Board
SAR	Search And Rescue
SATO	Sites Authorisation To Operate
SB	Security Board
SBAS	Satellite Based Augmentation System
SC	Specific Contract
SDD	Service Definition Document
SecOPS	Security Operations
SM	Security Module
SINA	Secure Inter-Network Architecture
SNE	Seconded National Expert
SiS	Signal-in-Space
SLA	Service Level Agreement
SoL	Safety-of-Life
SOP	Standard Operating Procedure
SPMS	Service Provision Member State Support
SSRS	System Specific Security Requirements Statement
SSS	Security Support Services
TA	Temporary Agent
TF	Task Force
ToR	Terms of Reference
UE	European Union
UK	United Kingdom
UNISIG	Union Industry of Signalling
US	United States (of America)
US SAS	Security Accreditation Strategy for the PRS User Segment
VHF	Very High Frequency
WAN	Wide-Area Network
WG	Working Group
WG-CMS	Working Group – Common Minimum Standards
WG-NET	Working Group – National Expert Team
WG-PCI	Working Group – Programme Security Instruction Concerning European GNSS Programmes
WG-PRS	Working Group – Public Regulated Service
WG-PUSS	Working Group – PRS User Segment Standard
WP	Work Package

