

ECONOMIC RESEARCH COUNCIL

AND



**The Essential Guide to EU Quangos
2009**

By Glen Ruffle and Dan Lewis

ECONOMIC RESEARCH COUNCIL

www.ercouncil.org

THE ECONOMIC RESEARCH COUNCIL is Britain's oldest economics-based think tank, founded in 1943 by Edward Holloway, with its origins dating back to 1932. Historically, the ERC has concentrated its efforts on monetary policy. Today it is a registered charity, dedicated to discuss, dispute, debate and generally seek enlightenment on economic issues of all kinds.



www.global-vision.net

Global Vision is an independent not-for-profit organisation dedicated to creating an open, informed discussion on Britain's future development in a globalising world economy and the implications for our relationships with Europe. Its analysis and research is supported by a group of distinguished economists who serve on its Economic Advisory Panel. Its aims are also supported by a cross section of senior business leaders who believe these issues now need to be addressed. Global Vision does not have links with or support any political party.

This jointly produced paper is published by the Economic Research Council, but members of the Council are not necessarily committed to the conclusions.

The Essential Guide to EU Quangos 2009 – By Glen Ruffle and Dan Lewis
ISBN-13: 978-0-903499-32-3

Published by the Economic Research Council, Baker Tilly, 65 Kingsway, London WC2B 6TD.



Contents

About the authors	4
Executive Summary	5
Main findings	6
Policy Recommendations	16
36 EU Quangos	19

About the authors

Glen Ruffle gained a first class honours degree from the University of Lincoln and then a Masters degree in Global Politics from the University of Southampton. He worked in local government before joining Global Vision at the end of 2006, helping the campaign launch in March 2007. Since September 2008, he has been living in Moscow, where he is teaching English and learning Russian.

Dan Lewis is Research Director of the Economic Research Council and contributes regularly to the Media as a Journalist and Broadcaster. His publications include The Digest of Energy Statistics 2008, The Larceny of the Lottery (Centre for Policy Studies 2006), The Essential Guide to British Quangos 2005 and Recharging the Nation – The Challenge and Cost of Renewable Electricity Generation (2003). His website is www.danlewis.org.

Executive summary

- The annual cost to European taxpayers of EU quangos is €1.979 billion
- One-quarter of the total combined budgets of the agencies, €571m, is revenue from non-commission subsidies primarily in the form of fees for services, direct member state contributions and other sources
- Belgium has profited most from the EU project – not only does it host the EU institutions, but also seven of the EU Agencies. Spain has also done well with five.
- Given the high locational costs of Western Europe, one must ask why EU agencies are not being located or relocated in the cheaper parts of “New” Europe - Central and Eastern Europe which offer lower wages and property costs
- Germany, France, Britain and the Netherlands have supplied a disproportionate number of head Directors to the EU agencies relative to their economies and populations. Germany has 6 and the other three 4 each.
- If present trends continue, Brussels is likely to expand its quango state from 36 to 70 by 2026.¹
- The losers from all of this are the new member states to the EU. Eastern Europe remains largely devoid of any Brussels quangos, along with Malta and Cyprus.
- In some instances, some agencies have acquired fiscal powers and substantial resources by charging fees for the services they provide – above all the Office for Harmonisation in the Internal Market (€318 m) and the European Medicines Agency (€141 m)
- Of the 25 agencies where staff costs and budgets are available, the average staff costs per budget are 46%, the highest of which is the European Training Agency at 73% and the lowest is the European Agency for Reconstruction at 7% (formally closed at the end of 2008)
- Where crowding out of private and/or public sector activity is clear, combined with a high cost location, the case for curtailing their activities and even closing them down must be considered

¹ Since 1990, EU quangos have grown from 2 to 36. That is a growth of 34 quangos in 18 years. Following that trend, by 2026, in another 18 years, at the growth rate of 34 quangos every 18 years, EU quangos could number 70.

Main findings

Top 10 annual budgets in millions

1. €517 m (2008). European Research Council.
2. €318 m (2008). Office for Harmonisation in the Internal Market (Trade Marks and Designs).
3. €234 m (2008). European Agency for Reconstruction (officially closed end 2008).
4. €173 m (2008). European Medicines Agency.
5. €70 m (2008). European Agency for the Management of Operational Cooperation at the External Borders.
6. €68 m (2007). European Police Office.
7. €67 m (2006). European Aviation Safety Agency.
8. €52 m (2007). European Food Safety Authority.
9. €44 m (2008). European Maritime Safety Agency.
10. €42 m (2008). Translation Centre for the Bodies of the European Union.

The European Research Council not only has by far and above the biggest budget, it is forecast to grow to €1.7 bn by 2013. This is when it reaches the final year of its financial allocation from FP7 – the Seventh Framework Programme of the EU for research and development.

Top 10 most highest receivers of EU commission funds in millions

1. €517 m (2008). European Research Council.
2. €234 m. European Agency for Reconstruction (due for formal closure end 2008).
3. €68 m. Frontex: European Agency for the Management of Operational Coordination at the External Borders of the Member States of the EU.
4. €51.6 m. European Food Safety Authority.
5. €44.4 m. European Maritime Safety Agency.
6. €39.3 m. European Centre for Disease Prevention and Control.
7. €32 m. European Medicines Agency.
8. €31.4 m. European Aviation Safety Agency.
9. €27.7 m. Education, Audiovisual and Culture Executive Agency.
10. €27.6 m. European Environment Agency.

As measured by Commission subsidies, the ERC is out in front again while the European Agency for Reconstruction was slated to close at the end of 2008 with its mandate of investment in Balkans coming to an end.

Top 10 non-EU Commission subsidised Quangos

1. €318.4 m. Office for Harmonisation in the Internal Market aka OHIM (Trade Marks and Designs).
2. €141.3 m. European Medicines Agency.
3. €42.5 m. Translation Centre for the Bodies of the European Union.
4. €35.4 m. European Aviation Safety Agency.
5. €12.6 m. Community Plant Variety Office.
6. €6.9 m. European Environment Agency.
7. €5.2 m. Trans-European Transport Network Executive Agency.
8. €2.4 m. FRONTEX: European Agency for the Management of Operational Coordination at the External Borders of the Member States of the EU.
9. €1.2 m. European Defence Agency.
10. €1.2 m. European Fisheries Control Agency.

Most of these resources are effectively fees for the services they provide. This is particularly so in the case for OHIM, the European Medicines Agency and the Community Plant Variety Office. However, there are also resources made available direct from Member States (as in the case of the European Defence Agency) and direct from other EU agencies – this happens with the Translation Centre for the Bodies of the European Union.

There is more than some disquiet that the Office for Harmonisation in the Internal Market has such a strong revenue stream. It is able to do so because it has monopoly power to grant trademarks that offer intellectual protection across the EU. However, the fees - €1,600 per trademark – allegedly far exceed the cost – and the Agency Head, Wubbo de Boer has even advocated reducing them to €1,000 per trademark². If Europe is to get ahead in intellectual property, perhaps it should even consider scrapping the fees altogether, rather than using it as a tax base, given that inventors still have many other costs that will be incurred, not least legal fees.

² See http://www.economist.com/business/displaystory.cfm?story_id=10808890

Top 10 (disclosed) Staff Costs budgets

1. €69.2 m. Office for Harmonisation in the Internal Market (Trade Marks and Designs).
2. €59.8 m. European Medicines Agency.
3. €41.4 m. European Police Office.
4. €24 m. European Aviation Safety Agency.
5. €23.9 m. European Food Safety Authority.
6. €21.7 m. Translation Centre for the Bodies of the European Union.
7. €17 m. European Maritime Safety Agency.
8. €16.5 m. European Centre for Disease Prevention and Control.
9. €15.9 m. European Environment Agency.
10. €15.4 m. European Agency for Reconstruction.

Under “staff costs” are typically included basic salaries, family allowances, expenses, training and other personnel-related outgoings. It was not possible to obtain this information from 10 of the 36 agencies, namely;

European Union Satellite Centre, European Union Institute for Security Studies, European Union Agency for Fundamental Rights, European Police College, European Chemicals Agency, Fusion for Energy, European Research Council, Research Executive Agency and the Trans-European Transport Network Agency.

The European Institute for Gender Equality is still being set up.

Top 6 most questionable Quangos – in no particular order

1. **European Defence Agency.** Founded in 2004, the agency exists ostensibly to “*support the Member States and the Council in their efforts to improve European defence capabilities in the field of crisis management and to sustain the European Security and Defence Policy as it stands now and develops in the future*”. The way for European nation states to improve their defence capability is to spend more money on it, not set up a quango with the express aim of promoting more expensive, less effective and slower to be delivered European weapons systems.
2. **European Network and Information Security Agency.** ENISA says that it exists “*to enhance the capability of the Community, the Member States and, as consequence, the business community to prevent, address and respond to network and information security problems*”. A worthy aim, but why is it in Crete and what are they going to do which any number of

- computer security firm do not do already? A redeeming feature though of ENISA is that it clearly tenders for services such as its research reports under the Procurement tab of its website which should be an example to other EU agencies³.
3. **European Union Institute for Security Studies.** Founded in 2002 as a replacement to the WEU Institute for Security Studies, it is a think tank with the remit to find a common security culture for the EU, to help develop and project the Common Foreign and Security Policy and to enrich Europe's strategic debate. As a tax-funded think tank with an EU centralising political mission, it's hard to not to see this as a job-creation scheme for the academic europhile élite.
 4. **Community Plant Variety Office.** This agency effectively licenses and manages Intellectual Property rights to new types of plants and crops across the EU. Protecting IP is important, but there's no good reason why this role could not be performed by national IP agencies (like the the UK's Intellectual Property Office), which could even compete with each other to bring down costs – currently between €1200 and €2400 per examination fee per plant.
 5. **European Joint Undertaking for ITER and the Development of Fusion Energy (Fusion for Energy).** Fusion may work one day, but with a 30 year timeframe and no success guaranteed at the end of it, this megaproject is a very expensive long shot in the dark. One is therefore forced to conclude that this agency is basically a job creation scheme for plasma physicists. Europe certainly needs more electricity, but if you want grand expensive schemes, there are available expensive options off-the shelf. And unlike Fusion, they would actually work and make a difference. Such as building a massive concentrated solar thermal plant in the Algerian desert and linking it with high voltage direct current cables to the European electricity market, which advocates say could power all of the EU⁴. Or developing the fully hydroelectric potential of Norway's fjords – a fivefold increase which would power a large chunk of Western Europe⁵. Cheaper still would be a large nuclear programme right across the EU, reaping enormous economies of scale and reducing financial risks.
 6. **Executive Agency for Competitiveness and Innovation.** All EU governments have education and training programmes to boost competitiveness and innovation. It runs funding for regional projects like "Campaign to fight against fuel poverty and raise awareness on energy efficiency and energy savings"⁶, replicating almost exactly what the Energy Savings Trust and many other quangos in the UK already do. It

³ See http://enisa.europa.eu/pages/08_02.htm

⁴ See http://www.desertec.org/downloads/summary_en.pdf

⁵ See The World Atlas 2007 – The International Journal of Hydropower & Dams. In 2005/06, Norway produced an annual average of 119,300 GW/h. The gross theoretical hydropower potential is estimated to be 600,000 GW/h.

⁶ See http://ieea.erba.hu/ieea/page/Page.jsp?op=project_detail&prid=1841

also crowds out venture capital activity – albeit on a small scale – with its EUR 200 m eco-innovation fund.

Quangos with the highest percentage of staff costs to the total budget

Quango name	BUDGET	Staff costs	% of staff costs to budgets
European Training Foundation	17,984,000	13,050,900	73
Community Fisheries Control Agency	8,500,000	6,100,000	72
European Agency for Competitiveness and Innovation	15,314,000	10,471,400	68
European Railway Agency	18,000,000	11,710,000	65
Executive Agency for the Public Health Programme	4,100,000	2,548,000	62
European Police Office	67,894,000	41,435,000	61
European Centre for the Development of Vocational Training	16,510,338	9,851,740	60
European Network and Information Security Agency	8,160,000	4,868,000	60
Education, Audiovisual and Culture Executive Agency	27,749,000	14,805,834	53
Translation Centre for the Bodies of the European Union	42,508,105	21,756,500	51

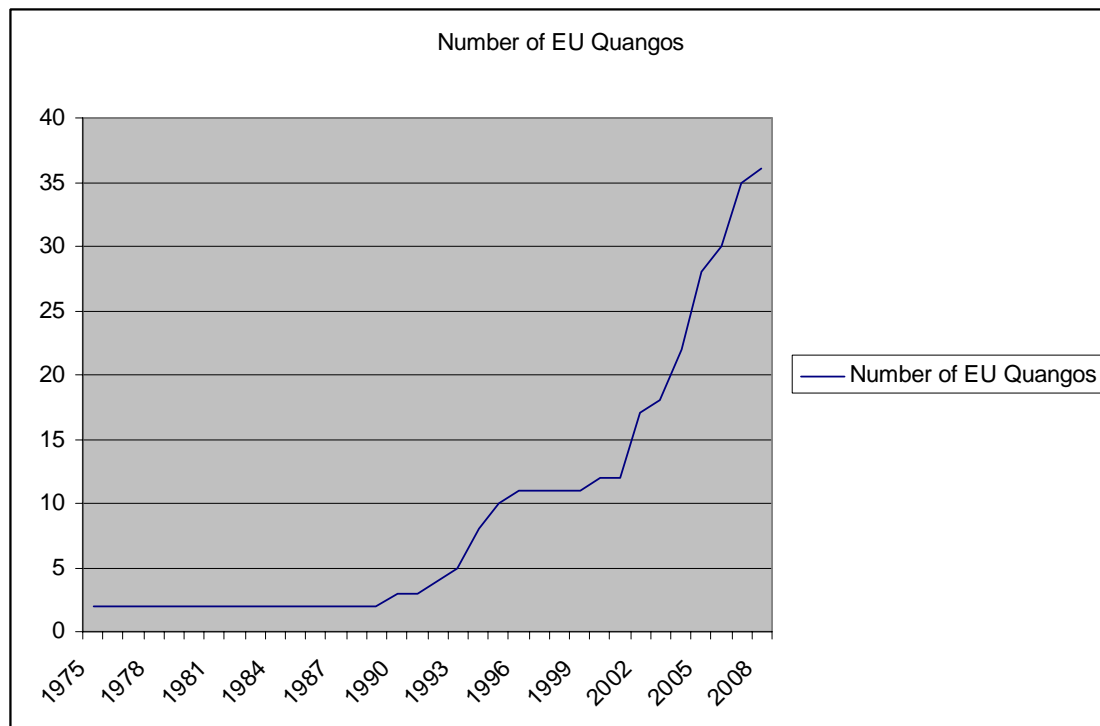
Given the high proportion of staff costs to budgets, these percentage figures would almost certainly be much lower in Eastern and Central Europe, if the EU were prepared to consider saving money and optimizing taxpayer resources.

Numbers created since when ?

This table uses the date the Agency became its present version, rather than the date it began its evolutionary history.

Year	Agency Created
1975	European Centre for the Development of Vocational Training
	European Foundation for the Improvement of Living and Working Conditions
1976	
1977	
1978	
1979	
1980	
1981	
1982	
1983	
1984	
1985	
1986	
1987	
1988	
1989	
1990	European Training Foundation
1991	
1992	European Police Office
1993	European Monitoring Centre for Drugs and Drug Addiction
1994	Translation Centre for the Bodies of the European Union
	European Environment Agency
	European Agency for Health and Safety at Work
1995	European Medicines Agency
	Community Plant Variety Office
1996	Office for Harmonisation in the Internal Market (Trade Marks and Designs)
1997	
1998	
1999	
2000	European Agency for Reconstruction

2001	
2002	European Union Satellite Centre
	European Maritime Safety Agency
	European Union Institute for Security Studies
	European Food Safety Authority
	EUROJUST: European Union Judicial Cooperation Unit
2003	European Aviation Safety Agency
2004	European Railways Agency
	European Network and Information Security Agency
	European Global Navigation Satellite System Supervisory Authority
	European Defence Agency
2005	Executive Agency for the Public Health Programme (since renamed the EA for Health and Consumers)
	European Police College
	European Centre for Disease Prevention and Control
	FRONTEX: European Agency for the Management of Operational Coordination at the External Borders of the Member States of the European Union
	Executive Agency for Competitiveness and Innovation
	Community Fisheries Control Agency
2006	Education, Audiovisual and Culture Executive Agency
	Trans-European Transport Network Executive Agency
2007	European Union Agency for Fundamental Rights
	European Chemicals Agency
	Fusion for Energy
	European Research Council Executive Agency
	Research Executive Agency
2008	European Institute for Gender Equality



Top ten oldest quangos

1. European Centre for the Development of Vocational Training (1975)
2. European Foundation for the Improvement of Living and Working Conditions (1975)
3. European Training Foundation (1990)
4. European Police Office (1992)
5. European Monitoring Centre for Drugs and Drug Addiction (1993)
6. Translation Centre for the Bodies of the European Union (1994)
7. European Environment Agency (1994)
8. European Agency for Health and Safety at Work (1994)
9. European Medicines Agency (1995)
10. Community Plant Variety Office (1995)

The question of who wins from the location of an EU Agency is clearly answerable: Belgium benefits disproportionately by hosting seven EU agencies. At the other end of the spectrum, the new member states are for the most part still awaiting any relocations or new agencies.

EU States with the most Agencies

1. Belgium (Brussels): 7 Agencies
2. Spain: 5 Agencies
3. Luxembourg: 3 Agencies
4. Greece: 3 Agencies
5. France: 3 Agencies
6. Italy: 2 Agencies
7. Portugal: 2 Agencies
8. UK: 2 Agencies
9. Netherlands: 2 Agencies
10. Poland: 1 Agency
11. Germany: 1 Agency
12. Sweden: 1 Agency
13. Finland: 1 Agency
14. Denmark: 1 Agency
15. Ireland: 1 Agency
16. Lithuania: 1 Agency
17. Austria: 1 Agency

EU States with the least Agencies

No Agencies:

Bulgaria
Cyprus
Czech Republic
Estonia
Hungary
Latvia
Malta
Romania
Slovakia
Slovenia

States with the most Agency Directors

- 6 = Germany
- 4 = France
Netherlands
UK
- 3 = Finland
Belgium
Portugal
- 2 = Sweden
Italy
- 1 = Lithuania
Hungary
Denmark
Greece

A Director is still yet to be appointed to the European Institute for Gender Equality.

States with no Agency Directors

Ireland
Spain
Luxembourg
Malta
Cyprus
Bulgaria
Romania
Czech Republic
Slovakia
Poland
Latvia
Estonia
Slovenia
Austria

Policy recommendations

- EU must respond to common sense and the economic climate and urgently investigate the relocation of its agencies to the new members countries like Bulgaria, Romania, Poland away from traditional EU member states such as Belgium, Spain and Luxembourg to bring down the percentage spend of budget on staff costs.
- The EU must provide levels of transparency about its agencies, in the same way the UK does under the Freedom of Information Act
- The EU must conduct a bi-annual independent crowding-out assessment of activity pursued by EU agencies to see whether any of their activities are taking away market share from the private sector
- Equally for crowding out of the Public Sector: EU nation states must conduct a duplication audit of EU quangos to their own agencies and government departments and allow those countries to decide whether they want to continue funding each given agency.
- On wanting to create a new Agency, the EU must put in place a new assessment to determine whether its proposed function could be performed by an existing agency or if another agency offering a less vital function could be closed down as a replacement
- All EU Agencies must clearly disclose on their websites annual reports detailing; staff numbers, Head Director Salaries, Budget, Staff Costs, Basic Salaries and a clear list of whom they are funding.
- EU to commission an independent investigation into the overlapping functions and possibility for merger of the Executive Agency for Health and Consumers, the European Agency for Safety and Health at Work and the European Food Safety Authority
- EU to commission a second independent investigation into the overlapping portfolios and possibility for merger of the European Centre for the Development of Vocational Training and the European Training Foundation

About Quangos

Quasi-Autonomous Non-Governmental Organisations, or Quangos as they are popularly known, are and have been a feature of British politics for a long time. In the UK context, according to the annual official quango report produced by the Cabinet Office, they would typically include Executive Agencies, Advisory and Tribunal Bodies and Independent Monitoring Boards⁷. They are now breeding in the European setting as well, just like in Britain, as agencies brought in by legislation to act on its behalf in the pursuit of a given policy. In 1990, it was believed that only 3 of these Agencies existed.⁸ As at the end of 2008, there were 36, costing the EU tax-payer over €1.9 billion per year.

EU Agencies

European Union agencies are bodies established by the EU in order to help manage programmes and projects of the EU. They are not creations of the Treaties signed by the member states; rather they are secondary creations of the EU institutions. They are established through decisions of the Council of Ministers, and have no formal powers to raise taxes or regulate although some can and do charge fees for their services. Unlike many of their UK counterparts, EU Executive Agencies are established for fixed periods only.

Basic structures

Agencies under the EU 'Community' badge have Boards which govern them with representatives from each EU member state present, and some representatives from the Commission, all with equal power. They are overseen generally by the Commission.

Agencies under the second and third pillars, which are intergovernmental, have the Commission element removed: they report to the Council of Ministers and Commission representatives are only there as observers.

It is likely that although none of the Agencies of the European Union have explicit regulatory powers *de jure*, they do *de facto* have enough weight to be able to persuade the Commission to legislate and regulate (see European Medicines Agency – EMA entry for more). This is because the combination of the advice from the experts in the Agencies plus the *raison d'être* of the Commission, to

⁷ See http://www.civilservice.gov.uk/documents/pdf/public_bodies/publicbodies2008.pdf pages 3-4

⁸ James Chapman (2007) *Tax Payers Fund a £425 Euro quango which is set to soar if Mr Brown signs the EU treaty*, 17/10/07, The Daily Mail, at: http://www.dailymail.co.uk/pages/text/print.html?in_article_id=488230&in_page_id=1770

propose law and promote European integration, combine to make a compelling case to produce new legislation. This reflects a failure in the structures of the European Union – that the Commission maintains a monopoly on initiating law, whilst rarely asking whether law is in fact needed.⁹

Community Agencies

These Agencies are set up via secondary legislation and accomplish specific tasks. They are not born of the Treaties, they are born from the institutions established in the Treaties deciding that new Agencies are needed. The Agencies are subject to European public law.

Notes

This paper is a snapshot of EU Quangos as at the end of 2008. No possible effort has been spared to procure the most up-to-date information, where it is available. Occasionally though, as the reader will see, this information has not always been available and some of the only available figures are older (2006) than we would have liked. That's why we aim to update our information annually with a new report and build up year on year analysis.

⁹ Derk-Jan Eppink (2007) *Life of a European Mandarin*, Editions Lannoo.

36 EU Quangos

1. Community Fisheries Control Agency CFCA

Budget: €8,500,000 annual budget (2008). €7,300,000 is the Commission subsidy.

Staff Costs and Basic Salaries (if disclosed): Staff costs - €6,100,000¹⁰ and undisclosed.

Staff Costs as % of Budget: 72%.

Established: 2005, relocated to Vigo, Spain in July 2008¹¹.

Role: to organize coordination and cooperation between member states fisheries bodies. Aims to pool national fisheries control resources¹². The Fishermen's Association Ltd said in its evidence to the European Union Committee that it could not support this agency as "we know so little about it at present"¹³.

Public/Private Sector Duplication: The UK's Marine and Fisheries Agency, which says it's role is to enforce the Common Fisheries Policy.

Location: Vigo, Spain (from 2005-08 it was located temporarily in Brussels)¹⁴.

Reports to: Commission

Staff Numbers: 49 will be the final number of staff.¹⁵

Director: Mr Harm Koster

Nationality: Netherlands¹⁶

Other non-commission subsidy income: € 1.2 m

Can function be done by private sector? No.

Could this Agency be competitively outsourced? No.

2. Community Plant Variety Office CPVO

Budget: €12,577,000 (2008).

Staff Costs and Basic Salaries (if disclosed): € 4,817,000 and € 3,103,000.

Staff Costs as % of Budget: 38%.

Established: 1995¹⁷

Role: To implement and apply a system for intellectual property rights protection of plant variety rights. The CPVO is self-financing, receiving income from fees for

¹⁰ http://ec.europa.eu/cfca/admin_board/budget_2008_adopted_en.pdf

¹¹ http://ec.europa.eu/cfca/index_en.htm

¹² http://ec.europa.eu/cfca/cfca_en.htm

¹³ <http://www.parliament.uk/documents/upload/Fishermen's%20Association.doc>

¹⁴ http://ec.europa.eu/cfca/relocation_en.htm

¹⁵ http://ec.europa.eu/cfca/press_releases/pressrelease_130308_en.htm

¹⁶ http://www.europeanagenda.eu/files/Agenda_Weekly_25_06.pdf

¹⁷ <http://www.cpvo.europa.eu/default.php?res=1&w=1280&h=781&lang=en&page=ocvv/mission.html>

actions it performs. The fees cover the stages one must go through to gain Community Plant Variety rights¹⁸.

Public/Private Sector Duplication: Intellectual Property Office (UK) and other national IP offices.

Location: Angers, France

Reports to: Administrative Council, consisting of reps from Member States and the EU Commission.¹⁹

Staff Numbers: 43.²⁰

President: Bart Kiewiet

Nationality: Netherlands²¹

Other non-commission subsidy income: €12,577,000 in registration fees – 100% self-financing.

Can function be done by private sector? Yes.

Could this Agency be competitively outsourced? Yes.

3. Education, Audiovisual and Culture Executive Agency EACEA

Budget: (2006) €27,749,000. A Commission subsidy formed the entirety of the Agencies revenue.²²

Staff Costs and Basic Salaries (if disclosed): €14,805,834 and €4,313,700

Staff Costs as % of Budget: 53%.

Established: January 2006²³

Role: To manage parts of the EU's programmes in education, culture and audiovisual. It helps manage programmes such as Comenius and Erasmus, promoting a European common citizenship identity.

Public/Private Sector Duplication: Town twinning associations.

Location: Brussels, Belgium

Reports to: Directorate General Education and Culture, Directorate General Information Society and Media, and Directorate General EuropeAid Cooperation Office.

Staff Numbers: Undisclosed.

Director: Gilbert Gascard

Nationality: French

Other non-commission subsidy income: None.

Can function be done by private sector? Possibly.

¹⁸ <http://www.cpvo.europa.eu/default.php?res=1&w=1280&h=781&lang=en&page=ocvv/financement.html>

¹⁹ <http://www.cpvo.eu.int/default.php?res=1&w=1024&h=525&lang=en&page=../ocvv/admincouncil.php>

²⁰ <http://www.cpvo.europa.eu/documents/Budgets/Budget-2008-EN.pdf>

²¹ http://ec.europa.eu/food/plant/resources/press%20release_28072006.pdf

²² Page 23, http://eacea.ec.europa.eu/about/documents/comptes_annuels_2006.pdf, Figures have been rounded to the nearest Euro.

²³ <http://eacea.ec.europa.eu/index.htm>

Could this Agency be competitively outsourced? Maybe much more of the work could be handed out on a competitive basis between universities themselves.

4. European Agency for Reconstruction EAR (Formally closed end 2008)

Budget: (2008) €234,199,000 – a commission subsidy.

Staff Costs and Basic Salaries (if disclosed): €15,422,000

Staff Costs as % of Budget: 7%.

Established: February 2000, though is phasing out its activities by end 2008²⁴.

Role: Manages EU assistance programmes in Serbia, Montenegro and Kosovo, and FRY Macedonia.

Public/Private Sector Duplication: Overlap with Aid agencies, UN, EuropeAid

Location: Thessaloniki, Greece.

Reports to: European Council and European Parliament. Overseen by a governing board made up of representatives from member states and the Commission.²⁵

Staff numbers: 230.

Director: Adriano Martins

Nationality: Portuguese

Other non-commission subsidy income: None.

Can function be done by private sector? Yes by financially focused NGOs.

Could this Agency be competitively outsourced? Yes, between NGOs and infrastructure companies.

5. European Agency for Safety and Health at Work EU-OSHA

Budget: €14,871,455 (2008). The main sources of revenue for 2008 were expected to be subsidies from the Commission and grants from Spanish authorities. Of the €14,871,455 income, €14,718,253 was expected to come from European Commission subsidies.²⁶

Staff Costs and Basic Salaries (if disclosed): €4,982,887 and €2,641,146.

Staff Costs as % of Budget: 34%.

Established: 1994

Role: This organization brings together Europe's vast pool of knowledge on health and safety at work information, and formulates good practice. It justifies its existence on the grounds that due to the diversity of jobs in Europe, no one

²⁴ http://europa.eu/agencies/community_agencies/ear/index_en.htm

²⁵ http://europa.eu/agencies/community_agencies/ear/index_en.htm

²⁶ http://osha.europa.eu/about/finance/2008/budget_2008.xls

member state has all the knowledge about dangers being faced in occupations in another state²⁷.

Public/Private Sector Duplication: National agencies dealing with this topic disseminate information from the Agency. The UK's Health and Safety Executive and EU's own Executive Agency for Health and Consumers.

Location: Bilbao, Spain.

Reports to: Member State government representatives, Commission representatives, representatives of employers and workers²⁸.

Staff numbers: 59 people (from 2006 Annual report – includes Temporary workers).²⁹

Director: Jukka Takala

Nationality: Finnish³⁰

Other non-commission subsidy income: €153,202.

Can function be done by private sector? Yes, a private sector business could run this programme under contract.

Could this Agency be competitively outsourced? Yes.

6. European Agency for the Management of Operational Cooperation at the External Borders FRONTEX

Budget: €70,432,000 (2008). €570,000 is contributed by the UK.³¹ €68,000,000 is from a Commission subsidy.

Staff Costs and Basic Salaries (if disclosed): €13,860,000 and undisclosed.

Staff Costs as % of Budget: 20%.

Established: 2005

Role: Coordinates cooperation between Member States in relation to managing external borders. Assists in training border guards, harmonizing rules, and running joint operations. Works closely with Europol, CEPOL and OLAF. Frontex assesses threats and carries out constant risk analysis.

Public/Private Sector Duplication: Surely some with Europol, Cepol and OLAF, as well as Member states own customs agencies.

Location: Warsaw, Poland

Reports to: Its board is composed of Member States customs representatives and Commission officials.

Staff numbers: By 2008, 198 members.³²

Director: Ilkka Laitinen

Nationality: Finnish

²⁷ http://europa.eu/agencies/community_agencies/osha/index_en.htm

²⁸ <http://osha.europa.eu/about/organisation>

²⁹ http://osha.europa.eu/en/publications/annual_report/2006full/view

³⁰ <http://www.srt.gov.ar/super/eventos/Semana2005/Curriculum/Takala.htm>

³¹ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2008:091:0103:0106:EN:PDF> ;

http://www.frontex.europa.eu/gfx/frontex/files/amended_budget_2008.pdf

³² http://www.infinitoedizioni.it/fileadmin/InfinitoEdizioni/rapporti/Frontex_Draft_Bugdet2008.pdf

Other non-commission subsidy income: € 2,432,000

Can function be done by private sector? There are numerous private sector agencies providing risk assessment services.

Could this Agency be competitively outsourced? Possible, but difficult.

7. European Aviation Safety Agency EASA

Budget: €66,831,000 (2006).

Staff Costs and Basic Salaries (if disclosed): €24,000,000 and undisclosed.

Staff Costs as % of Budget: 36%.

Established: 2003³³

Role: To provide expert advice around Aviation safety issues to the Commission in the drafting of legislation, and secondly, to provide expert advice in international forums. To promote a high level of safety in Europe³⁴. It also has the power of safety and environmental type certification of aircraft, engines and parts and runs inspection, training and standardization programmes.

Public/Private Sector Duplication: Civil Aviation Authority. International Civil Aviation Organisation (UN agency) - much better equipped to deal with what is a global problem, not a European one!

Location: Cologne, Germany

Reports to: Management board of European Commission officials and Member State representatives. Answerable to Council of Ministers and European Parliament.

Staff numbers: around 450 (from 2008).³⁵

Director: Patrick Goudou

Nationality: French³⁶

Other non-commission subsidy income: € 35,431,000.

Can function be done by private sector? Some functions, yes, such as data analysis and research.

Could this Agency be competitively outsourced? Certainly parts of it.

8. European Centre for Disease Prevention and Control ECDC

Budget: €40,100,000 (2008). The Commission subsidy is €39,300,000.³⁷

Staff Costs and Basic Salaries (if disclosed): €16,590,000 and € 14,380,000.

Staff Costs as % of Budget: 41%.

Established: 2005³⁸

³³ http://www.easa.eu.int/ws_prod/g/g_faq_main.php

³⁴ <http://eca.europa.eu/portal/pls/portal/docs/1/677524.PDF>

³⁵ http://www.easa.europa.eu/ws_prod/g/g_faq_main.php

³⁶ http://www.easa.europa.eu/ws_prod/g/g_edir.php

³⁷ http://ecdc.europa.eu/About_us/Key_Documents/ECDC_budget_2008.pdf

³⁸ http://ecdc.europa.eu/About_ECDC.html

Role: To strengthen Europe against infectious diseases by studying, highlighting and warning of infectious diseases.

Public/Private Sector Duplication: Health Protection Agency, University Scientific Research Departments.

Location: Stockholm, Sweden³⁹

Reports to: Commission and Member States⁴⁰

Staff numbers: 195⁴¹

Director: Zsuzsanna Jakab

Nationality: Hungarian⁴²

Other non-commission subsidy income: € 800,000

Can function be done by private sector? No.

Could this Agency be competitively outsourced? Some functions possibly to university and pharmaceutical research departments.

9. European Centre for the Development of Vocational Training CEDEFOP

Budget: €16,510,338 (2007 figures).

Staff Costs and Basic Salaries (if disclosed): €9,851,740 and undisclosed.

Staff Costs as % of Budget: 60%.

Established: 1975

Role: To promote a European area of lifelong learning, providing information on vocational education and training systems. It compiles selected documentation and analyses data, conducts research, exploits and disseminates information and provides a forum for debate and exchange of ideas.

Public/Private Sector Duplication: Education departments of European governments.

Location: Thessaloniki, Greece, with a liaison office in Brussels

Reports to: Governing Board, consisting of Member State, Commission and Employee-Employer representatives.

Staff numbers: 128⁴³

Director: Aviana Bulgarelli

Nationality: Italian

Other non-commission subsidy income: € 478,098

Can function be done by private sector? Some of it.

Could this Agency be competitively outsourced? Yes to the research and analysis.

³⁹ <http://ecdc.europa.eu/Recruitment.html>

⁴⁰ http://ecdc.europa.eu/About_us/Key_Documents/ecdc_regulations.pdf

⁴¹ http://ecdc.europa.eu/en/About_us/Key_documents/Documents/Final_Annual_Accounts_2007_ECDC-fulldoc.pdf

⁴² http://ecdc.europa.eu/About_us/director/index.html

⁴³ See <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2008:311:0130:0135:EN:PDF> page 3

10. European Chemicals Agency

Budget: (2007 figure) €15 million. As the Agency progresses, the budget is expected to increase to €90 million Euros, mainly composed of fees paid by industry.⁴⁴

Staff Costs and Basic Salaries (if disclosed): Not available.

Staff Costs as % of Budget: Not available.

Established: 2007, to be fully operational June 2008.

Role: To ensure consistency in chemicals management across the EU and provide scientific advice. Advice given on how to comply with REACH guidelines. IT does this by managing the registration, evaluation, authorization and restriction processes for chemical substances across the EU.

Public/Private Sector Duplication: Health and Safety Executive, DEFRA equivalent EU national government departments.

Location: Helsinki, Finland⁴⁵

Reports to: Commission and Member States representatives

Staff numbers: Around 200.⁴⁶

Director: Geert Dancet⁴⁷

Nationality: Belgian⁴⁸

Other non-commission subsidy income: Yes, but figures unavailable.

Can function be done by private sector? Some of the chemical testing and registration.

Could this Agency be competitively outsourced? Yes to parts of its work – its much reduced role would comprise just the authorization and advising on the restriction processes.

11. European Environment Agency EEA

Budget: €34,562,415 (2006 figure). That includes €27,649,732 subsidy from the Commission.

Staff Costs and Basic Salaries (if disclosed): €15,928,699⁴⁹ and €6,810,000.

Staff Costs as % of Budget: 46%

Established: 1994

⁴⁴

<http://europa.eu/rapid/pressReleasesAction.do?reference=MEMO/07/218&format=HTML&aged=0&language=EN&guiLanguage=en>

⁴⁵ http://europa.eu/agencies/community_agencies/echa/index_en.htm

⁴⁶ “The staff of the agency is expected to grow from 100 to over 400 persons in 2010.”

http://echa.europa.eu/opportunities_en.asp

⁴⁷ http://europa.eu/agencies/community_agencies/echa/index_en.htm

⁴⁸ http://echa.europa.eu/about/organisation/executive/cv_en.html

⁴⁹ Page 15, <http://www.eea.europa.eu/documents/administrativedocuments/eea-accounts-for-the-year-2006.pdf>

Role: Promote best practice and cooperation across Europe and beyond in management of the environment. It also has a substantial “product” wing, including – “5-year state of the environment reports, thematic and technical reports, briefings, highlights and information services on the web, multimedia and interactive web-based products in education. Our services include expert advice to policy makers, conferences and visits, information systems, networks and communication services for the public”.

Public/Private Sector Duplication: Environment Agency, DEFRA, environmental service and reporting companies.

Location: Copenhagen, Denmark⁵⁰

Reports to: Management Board of Commission and Member State representatives.

Staff numbers: 157 (2006)⁵¹

Executive Director: Jacqueline McGlade

Nationality: British

Other non-commission subsidy income: € 6,912,683

Can function be done by private sector? Some.

Could this Agency be competitively outsourced? Some.

12. European Food Safety Authority EFSA

Budget: €51.6 million (2007 figure).

Staff Costs and Basic Salaries (if disclosed): €20,474,632 and €12,348,945⁵².

Staff Costs as % of Budget: 40%

Established: 2002

Role: Independent source of advice and communication about risks in food chain. Giver of scientific advice.⁵³

Public/Private Sector Duplication: Food Standards Agency.

Location: Parma, Italy⁵⁴

Reports to: Management Board of independent members appointed to act in the public interest.⁵⁵

Staff numbers: Around 450 are listed on the website⁵⁶

Executive Director: Catherine Geslain-Lanéelle

Nationality: French⁵⁷

⁵⁰ http://europa.eu/agencies/community_agencies/eea/index_en.htm

⁵¹ http://www.eea.europa.eu/publications/corporate_document_2007_1/at_download/file 2006 Annual Report

⁵² See

http://www.efsa.europa.eu/cs/BlobServer/Non_Scientific_Document/annual_financial_report_2007_EN.pdf?ssbinary=true

⁵³ http://www.efsa.europa.eu/EFSA/efsa_locale-1178620753812_AboutEfsa.htm

⁵⁴ http://europa.eu/agencies/community_agencies/efsa/index_en.htm

⁵⁵ http://www.efsa.europa.eu/EFSA/AboutEfsa/efsa_locale-1178620753812_WhoWeAre.htm

⁵⁶ http://www.efsa.europa.eu/cs/BlobServer/General/hr_whodoeswhat_en.pdf?ssbinary=true

Other non-commission subsidy income: € 27,680.

Can function be done by the private sector? Independent advice on food safety can be given by the private sector although EU consumers may have less confidence in it.

Could this Agency be competitively outsourced? Probably not.

13. European Foundation for the Improvement of Living and Working Conditions (EUROFOUND)

Budget: €21,000,000 (2008)⁵⁸.

Staff Costs and Basic Salaries (if disclosed): €9,500,000 and unavailable.

Staff Costs as % of Budget: 45%

Established: 1975

Role: Contribute to the planning and delivery of better living and working conditions in Europe. Provides research and advice.⁵⁹

Public/Private Sector Duplication: Any number of consultancies, which specialize in offering ways to improve company working conditions.

Location: Dublin, Ireland

Reports to: Directors are appointed by the European Commission from a list approved by the Governing Board.⁶⁰

Staff numbers: 96⁶¹

Director: Jorma Karppinen

Nationality: Finnish⁶²

Other non-commission subsidy income: € 300,000 "Revenue from other services".

Can function be done by the private sector? Yes.

Could this Agency be competitively outsourced? Yes.

14. European Union Fundamental Rights Agency FRA (formerly known as the European Monitoring Centre on Racism and Xenophobia EUMC)

Budget: €15 million (2008). The budget is expected to expand to €22 million Euros by 2012.⁶³

Staff Costs and Basic Salaries (if disclosed): Unavailable and € 2,139,558.

Staff Costs as % of Budget: Unavailable.

Established: EUMC 1997, FRA 2007⁶⁴

⁵⁷ http://www.efsa.europa.eu/EFSA/1178620924509/efsa_locale-1178620753812_CurriculumVitae.htm

⁵⁸ See <http://www.eurofound.europa.eu/pubdocs/2008/02/en/1/ef0802en.pdf>

⁵⁹ http://europa.eu/agencies/community_agencies/eurofound/index_en.htm

⁶⁰ <http://www.eurofound.europa.eu/about/organisation/index.htm>

⁶¹ <http://www.eurofound.europa.eu/about/staff/list.htm>

⁶² <http://www.eurofound.europa.eu/press/presspack/general/karppinencv.htm>

⁶³ http://fra.europa.eu/fra/material/pub/FRA/faq_en.pdf

Role: Provide expertise and advice in implementation of Community laws and the interplay therein with Human Rights issues. To fight racism, xenophobia and related intolerances⁶⁵. The mandate is to collect and analyse data on fundamental rights.

Public/Private Sector Duplication: Council of Europe, civil society NGOs, Commission for Racial Equality.

Location: Vienna, Austria

Reports to: Management Board of Member State representatives, Commission representatives, and a Council of Europe representative.⁶⁶

Staff numbers: in 2007, there were 37, which increased to 46; by 2013, there will be 100.^{67, 68} (say around 50 for 2008).

Director: Morten Kjaerum

Nationality: Danish⁶⁹

Other non-commission subsidy income: none

Can function be done by the private sector? Certainly reports and research could be farmed out to competing NGOs.

Could this Agency be competitively outsourced? No.

15. The European GNSS (Global Navigation Satellite System) Supervisory Authority GSA

Budget: €2,041,473 (2006).

Staff Costs and Basic Salaries (if disclosed): €564,165 and €446,397.

Staff Costs as % of Budget: 28%.

Established: began as the Galileo Joint Undertaking in 2002, but emerged in its present form in 2004.⁷⁰

Role: Manages R&D, controls use of funds, and manages the EU satellite navigation programmes. The GSA deals with frequency, equipment and licence issues will own the assets created or developed under the Galileo programme.⁷¹ The system is meant to be accurate to within 1 metre

Public/Private Sector Duplication: The USA's free GPS system and Russia's GLONASS.

Location: Brussels, Belgium⁷²

⁶⁴ http://europa.eu/agencies/community_agencies/fra/index_en.htm

⁶⁵ http://europa.eu/agencies/community_agencies/fra/index_en.htm

⁶⁶ http://fra.europa.eu/fra/material/pub/FRA/factsheet_en.pdf

⁶⁷ http://www.antigone.gr/listpage/educational_material/070318.pdf, page 2

⁶⁸ <http://europa.eu/rapid/pressReleasesAction.do?reference=MEMO/07/89>

⁶⁹

http://fra.europa.eu/fra/index.php?fuseaction=content.dsp_cat_content&catid=47cbbcb857c73&contentid=47de388647615

⁷⁰ <http://www.gsa.europa.eu/go/gsa/overview>

⁷¹ http://europa.eu/agencies/community_agencies/egsa/index_en.htm

⁷² http://europa.eu/agencies/community_agencies/egsa/index_en.htm

Reports to: unclear, but must be the Commission and Council.⁷³

Staff numbers: Average number of employees from 2005-2006 was 20.⁷⁴

Executive Director: Pedro Pedreira

Nationality: Portuguese⁷⁵

Other non-commission subsidy income: € 60,611.

Can function be done by the private sector? Yes. Galileo was in fact done by the private sector – a consortium of eight companies called the European Satellite Navigation Industries, until the EU decided to bring it under public ownership in early 2007. It's hard to justify anyway when the American GPS systems is free and causes tension with the United States as China has been allowed to participate in the programme.

Could this Agency be competitively outsourced? No.

16. European Institute for Gender Equality (under preparation)

17. European Joint Undertaking for ITER and the Development of Fusion Energy (Fusion for Energy)

Budget: €4 billion for first 10 years⁷⁶. Equates to €40,000,000 a year.

Staff Costs and Basic Salaries (if disclosed): Both undisclosed.

Staff Costs as % of Budget: Undisclosed.

Established: 2007, for a 35 year period.⁷⁷

Role: This organization will manufacture over half of the components for the ITER project. The ultimate goal is for the creation of Fusion reactors for energy.

Public/Private Sector Duplication: None. This is state led and coordinated.

Location: Barcelona, Spain

Reports to: EURATOM, represented by the Commission, Member States of the EU, third countries cooperating with EURATOM.⁷⁸ This is a Joint Undertaking, working to provide the EU's contribution to the international ITER project.

Staff numbers: Unknown

Director: Didier Gambier

Nationality: French⁷⁹

Other non-commission subsidy income: none

Can function be done by the private sector? No.

Could this Agency be competitively outsourced? No.

⁷³ <http://www.gsa.europa.eu/go/gsa/overview>

⁷⁴ <http://www.gsa.europa.eu/go/gsa/overview#financialstatements> Annual Accounts 2006

⁷⁵ http://ec.europa.eu/dgs/energy_transport/galileo/documents/doc/2005_05_03_ip_directeur_gsa_en.pdf

⁷⁶ http://europa.eu/agencies/community_agencies/fusion_for_energy/index_en.htm

⁷⁷ http://europa.eu/agencies/community_agencies/fusion_for_energy/index_en.htm

⁷⁸ http://fusionforenergy.europa.eu/2_about_fusion_en.htm

⁷⁹ http://fusionforenergy.europa.eu/documents/F4E_director_cv.pdf

18. European Maritime Safety Agency EMSA

Budget: €44,435,000 (2008).

Staff Costs and Basic Salaries (if disclosed): €17,000,000⁸⁰ and € 8,381,940.

Staff Costs as % of Budget: 38%.

Established: 2002

Role: To help prevent maritime disasters and reduce pollution at sea, to check EU law is applied, and to promote cooperation.

Public/Private Sector Duplication: Maritime and Coast Guard Agency in the UK. It has been alleged that there were plans to turn it into a European Coast Guard Agency.

Location: Lisbon, Portugal⁸¹

Reports to: Administrative board, composed of Member State, Commission, EFTA and Professional representatives.⁸²

Staff numbers: Around 150, rising to 200 eventually.⁸³

Other non-commission subsidy income: none

Can function be done by the private sector? Certainly the training activities and the provision of data on maritime safety.

Could this Agency be competitively outsourced? No.

Executive Director: Willem de Ruyter

Nationality: Dutch.

19. European Medicines Agency EMA

Budget: €173,307,000 (2008).

Staff Costs and Basic Salaries (if disclosed): €59,840,000⁸⁴ and €24,934,000.

Staff Costs as % of Budget: 35%.

Established: 1995

Role: The protection and promotion of public and animal health, via the evaluation of medicines. When a company submits an application to market a drug, the EMA tests it. It provides advice and monitoring, and brings together experts from the EU and EEA states involved with it, working with the WHO and other international bodies.⁸⁵ The EMA adopts opinions, but it is the Commission which makes decisions. However, the Commission must fully justify any decision which goes against EMA advice which gives EMA regulatory influence.

⁸⁰ http://www.emsa.europa.eu/Docs/other/emsa_budget_2008.pdf

⁸¹ http://europa.eu/agencies/community_agencies/emsa/index_en.htm

⁸² <http://www.emsa.europa.eu/end179d003.html>

⁸³ <http://www.dgmarket.com.tr/eproc/np-notice.do?noticeId=2117787>

⁸⁴ <http://www.emea.europa.eu/pdfs/euenlargement/conferences/02EMEA%20.pdf> ;

<http://www.efa.org/a/2421> ; <http://www.emea.europa.eu/pdfs/general/manage/2008/Bdgt2008.pdf>

⁸⁵ http://europa.eu/agencies/community_agencies/emea/index_en.htm

Public/Private Sector Duplication: DEFRA, MHRA – although drug approval does need harmonization across Europe, it has not replaced national medical product approval agencies.

Location: London

Reports to: Management Board, consisting of representatives from member states involved, Commission members, European Parliament representatives, and representatives of patients organizations.⁸⁶

Staff numbers: 440 staff members⁸⁷

Executive Director: Thomas Lönngren⁸⁸

Nationality: Swedish⁸⁹

Other non-commission subsidy income: €141,307,000.

Can function be done by the private sector? Possibly some of the testing of medical products.

Could this Agency be competitively outsourced? No.

20. European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)

Budget: €13,927,579 (2008).⁹⁰

Staff Costs and Basic Salaries (if disclosed): €7,021,000 and €5,250,000.

Staff Costs as % of Budget: 50%.

Established: 1993.⁹¹

Role: To gather and analyse objective factual information to understand drug addiction and drug usage to provide information for policy makers⁹². Provides advice and information only⁹³.

Public/Private Sector Duplication: Advisory Council on the Misuse of Drugs, Scottish Drug Enforcement Agency, Home Office Drugs Strategy and other national initiatives.

Location: Lisbon, Portugal⁹⁴

Reports to: Management Board, of one representative from each member state, and two Commission officials, and 2 EP representatives.⁹⁵

Staff numbers: 90.⁹⁶

Director: Wolfgang Goetz

Nationality: German⁹⁷

⁸⁶ <http://www.emea.europa.eu/htms/general/contacts/MB.html>

⁸⁷ http://europa.eu/agencies/community_agencies/emea/index_en.htm

⁸⁸ http://europa.eu/agencies/community_agencies/emea/index_en.htm

⁸⁹ <http://emea.europa.eu/pdfs/general/direct/pr/31806805en.pdf>

⁹⁰ Budget 2008 link at: http://www.emcdda.europa.eu/attachements.cfm/att_60606_EN_Budget2008.pdf

⁹¹ <http://www.emcdda.europa.eu/>

⁹² http://europa.eu/agencies/community_agencies/emcdda/index_en.htm

⁹³ http://www.emcdda.europa.eu/attachements.cfm/att_16867_EN_CV.pdf

⁹⁴ http://europa.eu/agencies/community_agencies/emcdda/index_en.htm

⁹⁵ <http://www.emcdda.europa.eu/?nnodeid=6818>

⁹⁶ <http://www.emcdda.europa.eu/mission.cfm?nnodeid=376&sLanguageiso=EN>

⁹⁷ http://www.emcdda.europa.eu/attachements.cfm/att_16867_EN_CV.pdf

Other non-commission subsidy income: € 527,579.

Can function be done by the private sector? Pharmaceutical companies might be persuaded to do this on Corporate and Social Responsibility grounds.

Could this Agency be competitively outsourced? Monitoring of drug problems could be outsourced to NGOs/charities on the ground rather than to 30 national monitoring centres.

21. European Network and Information Security Agency ENISA

Budget: €8,160,000 (2008).⁹⁸

Staff Costs and Basic Salaries (if disclosed): €4,868,000 and €2,793,000.

Staff Costs as % of Budget: 60%.

Established: 2004

Role: to advise member states and the EU institutions on network security, to promote best practice and to analyse data.⁹⁹

Public/Private Sector Duplication: IT safe (www.itsafe.gov.uk) GCHQ, MI5, GIS

Location: Crete, Greece

Reports to: Management Board composed of stakeholders (T-Mobile, ICT and Consumer Electronics rep), member state representatives, and Commission officials.¹⁰⁰

Staff numbers: Around 50 people.¹⁰¹

Executive Director: Andrea Pirotti¹⁰²

Nationality: Italian¹⁰³

Other non-commission subsidy income: None

Can function be done by the private sector? It already is.

Could this Agency be competitively outsourced? Yes – as do many other large organizations such as companies outsource their computer security.

⁹⁸ http://www.enisa.europa.eu/doc/pdf/budget/budget_2008.pdf

⁹⁹ http://europa.eu/agencies/community_agencies/enisa/index_en.htm

¹⁰⁰ http://www.enisa.europa.eu/pages/03_02_view_all_representatives.htm#5

¹⁰¹ http://en.wikipedia.org/wiki/European_Network_and_Information_Security_Agency

¹⁰² http://europa.eu/agencies/community_agencies/enisa/index_en.htm

¹⁰³

http://66.102.9.104/search?q=cache:2_Az7r5ggoMJ:enisa.europa.eu/doc/pdf/Mr_Pirotti_CV/FULL%2520CV%2520EXECUTIVE%2520DIRECTOR%2520MR%2520ANDREA%2520PIROTTI.pdf+andrea+pirotti&hl=en&ct=clnk&cd=2&gl=uk

22. European Railway Agency ERA

Budget: €18,000,000 (2008).¹⁰⁴

Staff Costs and Basic Salaries (if disclosed): €11,710,000 and €6,807,000.

Staff Costs as % of Budget: 65%.

Established: 2004

Role: As part of the Common Transport policy, the EU is seeking to create a unified European rail system, technically and legally. The ERA role is to manage the preparation for all these changes, focusing on interoperability and safety as well as acting as the system authority for the European Rail Traffic Management System project.¹⁰⁵

Public/Private Sector Duplication: None known, although should a single European rail network come about, overlaps are bound to occur with national rail agencies.

Location: Two locations in France: Valenciennes (operational HQ), and Lille (facilities for international conferences/meetings).¹⁰⁶

Reports to: Administrative Board, composed of one member state representative, 4 Commission representatives, and six professionals from the rail industry, though the latter have no right to vote.¹⁰⁷

Staff numbers: 100 members of staff.¹⁰⁸

Executive Director: Marcel Verslype

Nationality: Belgian¹⁰⁹

Other non-commission subsidy income: none

Can function be done by the private sector? Possibly, by a large engineering consultancy firm.

Could this Agency be competitively outsourced? Again, possibly to large engineering consultancy firms.

23. European Training Foundation ETF

Budget: €17,984,000 (2008).¹¹⁰

Staff Costs and Basic Salaries (if disclosed): €13,050,900 and €6,908,000.

Staff Costs as % of Budget: 73%.

Established: 1990, became operational 1994.¹¹¹

¹⁰⁴ http://www.era.europa.eu/public/about/Documents/era2008_budget_en.pdf

¹⁰⁵ http://europa.eu/agencies/community_agencies/era/index_en.htm;

<http://www.era.europa.eu/public/Pages/default.aspx>

¹⁰⁶ http://europa.eu/agencies/community_agencies/era/index_en.htm

¹⁰⁷ <http://www.era.europa.eu/public/about/AB/Pages/default.aspx>

¹⁰⁸ http://en.wikipedia.org/wiki/European_Railway_Agency

¹⁰⁹ http://www.era.europa.eu/public/about/our_organisation/Pages/executive_director.aspx

¹¹⁰ [http://www.etf.europa.eu/Wpubdocs.nsf/0/332cd745183f1ec6c12573a600485c91/\\$FILE/ETF-GB-07-028_EN.pdf](http://www.etf.europa.eu/Wpubdocs.nsf/0/332cd745183f1ec6c12573a600485c91/$FILE/ETF-GB-07-028_EN.pdf)

¹¹¹ http://www.etf.europa.eu/web.nsf/pages/AboutETF_EN?Opendocument

Role: Shares expertise in the area of vocational training across 30 partner and potential member states to the EU. Supports education and training in states bordering the EU in order to promote better active citizenship.¹¹²

Public/Private Sector Duplication: Possibly work of OSCE, UN etc. European Bank for Reconstruction and Development, not to mention private sector education companies and the EU's other agency, the European Centre for Vocational Training.

Location: Torino, Italy

Reports to: Governing board of one representative for each EU member state, and Commission representatives. Partner states observe.¹¹³

Staff numbers: approximately 100 staff.¹¹⁴

Director: Dr Muriel Dunbar

Nationality: British¹¹⁵

Other non-commission subsidy income: None

Can function be done by the private sector? Yes.

Could this Agency be competitively outsourced? Yes.

24. Office for Harmonisation in the Internal Market (Trade Marks and Designs) OHIM

Budget: Became self-financing from fees after its second year of operation¹¹⁶. The budget for 2008 is €318,398,882¹¹⁷. None of this now comes from Commission subsidies.

Staff Costs and Basic Salaries (if disclosed): €69,286,000 and €39,497,000.

Staff Costs as % of Budget: 22%.

Established: Became operational in 1996.¹¹⁸

Role: Deals with Community trade-marks and Community registered design. Registers industrial property rights in exchange for fees. It is both an agency of the EU and an industrial property office. There is one trade-mark and one design to register for access to all the EU single market. OHIM manages this one process and one file.¹¹⁹ It has the power to make decisions on trade-marks and rejects certain products.¹²⁰

Public/Private Sector Duplication: UK Intellectual Property Office (IPO) and other national IP offices who see their role more as a tax centre.¹²¹

¹¹² <http://www.etf.europa.eu>

¹¹³ http://www.etf.europa.eu/web.nsf/pages/Governing_Board_EN?OpenDocument

¹¹⁴ http://www.etf.europa.eu/web.nsf/pages/AboutETF_EN?OpenDocument

¹¹⁵ http://www.etf.europa.eu/web.nsf/pages/ETF_director_EN?OpenDocument

¹¹⁶ http://europa.eu/agencies/community_agencies/ohim/index_en.htm

¹¹⁷ http://oami.europa.eu/en/office/admin/pdf/Budget_2008-en.pdf

¹¹⁸ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:%2052006DC0865:EN:NOT>

¹¹⁹ http://europa.eu/agencies/community_agencies/ohim/index_en.htm

¹²⁰ <http://oami.europa.eu/EN/mark/aspects/default.htm>

¹²¹ <http://www.ipso.gov.uk/t-should-abroad-ohim.htm>

Location: Alicante, Spain¹²²

Reports to: Administrative Board, consisting of Community (one per state) and Commission representatives.¹²³

Staff Numbers: unavailable.

President: Wubbo de Boer

Nationality: Dutch / Netherlands¹²⁴

Other non-commission subsidy income: €318,398,882

Can function be done by the private sector? No but it's role overlaps with all national intellectual property offices.

Could this Agency be competitively outsourced? No.

25. Translation Centre for the Bodies of the European Union

Budget: €42,508,105 (2008). €40 million comes from the other Agencies, and €2 million from the EU institutions (2008). There was no subsidy from the Commission.

Staff Costs and Basic Salaries (if disclosed): €21,756,500¹²⁵ and €14,930,000.

Staff Costs as % of Budget: 51%.

Established: 1994.

Role: An agency providing translation services to all the other EU agencies, as well as assisting the EU institutions as and when they have peaks in their workload.

Public/Private Sector Duplication: None – it has a monopoly function.

Location: Luxembourg¹²⁶

Reports to: Management Board of member state reps, Commission reps and client reps.

Staff Numbers: 85 translators.¹²⁷ (however, presumably there must be more – the website lists Directors Secretariat, Advisory, Management Board secretariat, IT department, Legal Affairs Section, Finance Section, HR section, etc etc. Thus the likely outcome is that the Agency has at least 150 staff members. There are 24 sections and direct sub-sections listed on the website¹²⁸)

Director: Gailé Dagilienė

Nationality: Lithuanian¹²⁹

¹²² http://europa.eu/agencies/community_agencies/ohim/index_en.htm

¹²³ <http://oami.europa.eu/en/office/organig.htm>

¹²⁴ <http://oami.europa.eu/en/office/inta/cvwdb.htm>

¹²⁵

[http://www.cdt.europa.eu/cdt/ewcm.nsf/_/FB3B74E979D5D4F2C125742E00322CBC/\\$file/Budget%202008%20EN.pdf?openelement](http://www.cdt.europa.eu/cdt/ewcm.nsf/_/FB3B74E979D5D4F2C125742E00322CBC/$file/Budget%202008%20EN.pdf?openelement)

¹²⁶ http://europa.eu/agencies/community_agencies/cdt/index_en.htm

¹²⁷ <http://www.translationdirectory.com/article494.htm>

¹²⁸ http://www.cdt.europa.eu/cdt/ewcm.nsf/_/2DB52E5842B30ADEC1256E92002E368C?opendocument

¹²⁹ <http://www.sseriga.edu.lv/general/newsarch/InterregGRIDSprogram.doc>

Other non-commission subsidy income: € 40 million from other agencies and € 2 million from EU institutions.

Can function be done by the private sector? Yes

Could this Agency be competitively outsourced? Yes.

Common Foreign and Security Policy Agencies

These Agencies are established under the 'second pillar' of Common Foreign and Security Policy, which is at the moment intergovernmental.

26. European Defence Agency EDA

Budget: €22,727,000 (2006).

Staff Costs and Basic Salaries (if disclosed): €10,847,000 and €5,847,884.

Staff Costs as % of Budget: 48%.

Established: 2004

Role: Improve EU defence capabilities, crisis management, and armaments cooperation and armaments market. Promotes cooperation between states, research and development, and restructuring of the EU defence industry.¹³⁰

Public/Private Sector Duplication: None.

Location: Brussels

Reports to: Steering Board, Chaired by Javier Solana. This is composed of the 26 defence ministers of the participating Member States.¹³¹

Staff numbers: 94.¹³²

Chief Executive: Alexander Weis.

Nationality: German¹³³

Other non-commission subsidy income: Member States contributed €21,500,000.¹³⁴, whilst income from operating activities amounted to € 390,000 and deductions from staff remunerations accounted for € 837,000.

Can function be done by the private sector? If European arms manufacturers were more united, some of the aims of common defence procurement could be achieved. But this is unlikely and undesirable as many European nations have quite different requirements.

Could this Agency be competitively outsourced? No, but some of the research studies they do could be.

¹³⁰ http://europa.eu/agencies/security_agencies/eda/index_en.htm

¹³¹ <http://www.eda.europa.eu/genericitem.aspx?area=Organisation&id=119>

¹³² <http://www.eda.europa.eu/WebUtils/downloadfile.aspx?fileid=291>

¹³³ <http://www.eda.europa.eu/newsitem.aspx?id=215>

¹³⁴ <http://www.eda.europa.eu/finance.aspx> Finance: 03 October 2007 'Financial Report 2006' PDF.

27. European Union Institute for Security Studies

Budget: €4.44 million (2007).

Staff Costs and Basic Salaries (if disclosed): Both undisclosed.

Staff Costs as % of Budget: Unavailable.

Established: 2002

Role: To think about security from the viewpoint of a European political entity, rather than from national stances. Its role is to research areas of security relevance for the EU, engage in dialogue and discussion on all forms of European security.¹³⁵ This Agency was formerly the Western European Union Institute.

Public/Private Sector Duplication: Surely every University in Europe, where analysis of European security could be done, as well as national ministries and governments, and think tanks like the Royal Institute of International Affairs (Chatham House) or the International Institute for Security Studies.

Location: Paris, France¹³⁶. This was where the WEU Institute was also located – there was no desire for the institute to move to Brussels.¹³⁷

Reports to: Governing board of one rep from each member state, and one Commission rep.¹³⁸

Staff numbers: 9 academics listed on the website – presumably a support staff also exists.¹³⁹

Director: Alvaro de Vasconcelos

Nationality: Portuguese¹⁴⁰

Other non-commission subsidy income: €3.73 million was contributions from Member States.

Can function be done by the private sector? Yes

Could this Agency be competitively outsourced? Yes

28. European Union Satellite Centre

Budget: €11 million (2006).¹⁴¹

Staff Costs and Basic Salaries (if disclosed): unavailable.

Staff Costs as % of Budget: Unavailable.

Established: 1992, incorporated as an EU agency in 2002.¹⁴²

¹³⁵ <http://www.iss.europa.eu/index.php?id=103>

¹³⁶ <http://www.iss.europa.eu/index.php?id=104>

¹³⁷

<http://www.parliament.uk/documents/upload/Ltr%20to%20L.Grenfell%20from%20Geoff%20Hoon%20EU%20ISS%2009.01.07.doc>

¹³⁸ http://www.iss.europa.eu/fileadmin/fichiers/About_us/euiss_5.pdf

¹³⁹ <http://www.iss.europa.eu/index.php?id=125>

¹⁴⁰ <http://www.iss.europa.eu/index.php?id=105>

¹⁴¹ http://www.space.com/spacenews/archive07/eusc_0514.html

Role: Supports the EU common defence policies by providing satellite data and analysed imagery.¹⁴³

Public/Private Sector Duplication: Google Earth? RAF Menwith Hill?

Location: Madrid, Spain¹⁴⁴

Reports to: Political and Security Committee of the Council of Ministers/Council of the European Union.¹⁴⁵ There is also a Board, of Member State and Commission representatives.

Staff numbers: unavailable

Other non-commission subsidy income: None

Can function be done by the private sector? Satellite imagery analysis is now driven by private software companies, so it's conceivable that they could do some of the work.

Could this Agency be competitively outsourced? Some of the functions, yes.

Director: Frank Asbeck

Nationality: German¹⁴⁶

Police and Judicial Cooperation in Criminal Matters Agencies

These Agencies are established under the 'Third Pillar' of Justice and Home Affairs.

29. European Police College CEPOL

Budget: (2007 figure) €7.5 million.¹⁴⁷

Staff Costs and Basic Salaries (if disclosed): Unavailable.

Staff Costs as % of Budget: Unavailable.

Established: 2005

Role: Brings together the EU's top police personnel to encourage cooperation. It also organizes training courses.¹⁴⁸

Public/Private Sector Duplication: None but why would European police forces not cooperate anyway and if they choose not to, why would CEPOL change that?

Location: Bramshill, UK

Reports to: CEPOL Governing Board, made up of reps from Member States.

Staff numbers: 30 secretariat staff listed¹⁴⁹

Director: Ulf Goransson

¹⁴² http://www.eusc.europa.eu/index.php?option=com_content&task=view&id=2&Itemid=10

¹⁴³ http://www.eusc.europa.eu/index.php?option=com_content&task=view&id=2&Itemid=10

¹⁴⁴ http://europa.eu/agencies/security_agencies/eusc/index_en.htm

¹⁴⁵ http://europa.eu/agencies/security_agencies/eusc/index_en.htm

¹⁴⁶ http://www.eusc.europa.eu/documents/Curriculum_VitaeFA.pdf

¹⁴⁷ http://europa.eu/agencies/pol_agencies/cepol/index_en.htm

¹⁴⁸ http://europa.eu/agencies/pol_agencies/cepol/index_en.htm

¹⁴⁹ <http://www.cepoleuropa.eu/index.php?id=secretariat0>

Nationality: Swedish¹⁵⁰

Other non-commission subsidy income: None

Can function be done by the private sector? No, but some of the training and learning courses and publications could be.

Could this Agency be competitively outsourced? No.

30. European Police Office EUROPOL

Budget: €67,894,000 (2007). figure. is spent on staff.¹⁵¹

Staff Costs and Basic Salaries (if disclosed): €41,435,000 and €40,596,000.

Staff Costs as % of Budget: 61%.

Established: 1992

Role: Handles Europe-wide criminal intelligence matters, provides analysis, and helps the flow of information between police forces.¹⁵² Possibly, the embryonic organization of a future EU police force.

Public/Private Sector Duplication: Possibly with Interpol. However there's quite a lot of bilateral cooperation that occurs between European police forces without EUROPOL.

Location: The Hague, Netherlands¹⁵³

Reports to: Council of the European Union/Council of Ministers. A Management Board is below the European level, with a representative from each Member State and an observer from the Commission.¹⁵⁴

Staff numbers: around 581 (2007 figure).¹⁵⁵

Director: Max-Peter Ratzel¹⁵⁶

Nationality: German¹⁵⁷

Other non-commission subsidy income: €55 million comes from member states, over €2 million from the taxation of Europol staff, €1 million from interest and €100,000 from miscellaneous.

Can function be done by the private sector? No.

Could this Agency be competitively outsourced? No.

¹⁵⁰ http://www.cepol.org/index.php?id=single-staff&tx_wecstaffdirectory_pi1%5Bcurstaff%5D=23

¹⁵¹ <http://www.europol.europa.eu/publications/Budget/Budget2007.pdf>

¹⁵² http://europa.eu/agencies/pol_agencies/europol/index_en.htm

¹⁵³ http://europa.eu/agencies/pol_agencies/europol/index_en.htm

¹⁵⁴ <http://www.europol.europa.eu/index.asp?page=mgmtcontrol&language=>

¹⁵⁵ <http://www.europol.europa.eu/index.asp?page=personnel>

¹⁵⁶ http://europa.eu/agencies/pol_agencies/europol/index_en.htm

¹⁵⁷

<http://www.hs.fi/english/article/Europol+director+Organised+crime+spreads+in+Europe+from+west+to+east+as+well/1135235964709>

31. The European Union's Judicial Cooperation Unit EUROJUST

Budget: (2006) €15,704,194. €14,700,000 is a Commission subsidy.¹⁵⁸

Staff Costs and Basic Salaries (if disclosed): €6,412,334 and unavailable.

Staff Costs as % of Budget: 41%.

Established: 2002.

Role: To enhance the effectiveness of prosecuting criminals in international crime scenarios. Assists with the coordination of criminal cases and gathering of intelligence.¹⁵⁹

Public/Private Sector Duplication: Interpol.

Location: The Hague, Netherlands

Reports to: The College and Joint Supervisory Body

Staff numbers: 93 (as at the end of 2006).¹⁶⁰

Director. The Administrative Director is Ernst Merz.

Nationality: German.

Other non-commission subsidy income: €1,004,194.

Can function be done by the private sector? No.

Could this Agency be competitively outsourced? No.

Executive Agencies

These are established for a set period of time to manage specific programmes, and have to be based in Brussels or Luxembourg.

32. European Research Council Executive Agency

Budget: €517m (2008). It is charged with managing €7.5 billion over 7 years, so this will grow.¹⁶¹

Staff Costs and Basic Salaries (if disclosed): unavailable.

Staff Costs as % of Budget: 41%.

Established: 2007

Role: To support the implementation of the Ideas Programme of the 7th Research Framework Programme FP7, supporting frontier research.¹⁶²

Public/Private Sector Duplication: UK Research Councils – some overlap.

Location: Brussels

Reports to: Commission

Staff numbers: Over 80 – they recently advertised for 80 temporary agents¹⁶³

¹⁵⁸ <http://eurojust.europa.eu/administration/accounts/Accounts%202006.pdf>

¹⁵⁹ <http://eurojust.europa.eu/>

¹⁶⁰ http://www.eurojust.europa.eu/adm_orgstruc.htm

¹⁶¹ <http://erc.europa.eu/index.cfm?fuseaction=page.display&topicID=14>

¹⁶²

<http://europa.eu/rapid/pressReleasesAction.do?reference=IP/07/1930&format=HTML&aged=0&language=EN>

Director: (President and Chair of the Scientific Council) Prof. Dr. Fotis C. Kafatos

Nationality: Greek

Other non-commission subsidy income: None

Can function be done by the private sector? No.

Could this Agency be competitively outsourced? No.

33. Executive Agency for Competitiveness and Innovation EACI

Budget: €15,314,000 (2008). The budget for the agency is all a Commission subsidy.¹⁶⁴

Staff Costs and Basic Salaries (if disclosed): €10,471,400 and €9,468,000.

Staff Costs as % of Budget: 68%.

Established: 2005. Previously known as the Intelligent Energy Executive Agency.¹⁶⁵

Role: To manage the Commission's Intelligent Energy Europe, Enterprise Europe Network, Marco Polo and Eco-innovation programmes¹⁶⁶

Public/Private Sector Duplication: For the € 200 m eco-innovation, certainly there is some crowding out of effort in the venture capital sector funding eco-innovation, although it is a tiny fraction of the billions invested in 2007.

Location: Brussels

Reports to: Commission

Staff numbers: over 87 listed on website.¹⁶⁷

Director: Patrick Lambert

Nationality: British¹⁶⁸

Other non-commission subsidy income: None

Can function be done by the private sector? Yes.

Could this Agency be competitively outsourced? Yes – funds could be allocated to competing venture capitalists.

34. Executive Agency for the Public Health Programme PHEA

(at the end of 2008, it was renamed the *Executive Agency for Health and Consumers*)

Budget: (2008) €4,100,000.

Staff Costs and Basic Salaries (if disclosed): €2,548,000 and €655,000.

¹⁶³ http://europa.eu/epso/non_permanent_posts/temp-staff_ercea_en.htm

¹⁶⁴ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2008:091:0087:0090:EN:PDF>

¹⁶⁵ http://europa.eu/agencies/executive_agencies/eaci/index_en.htm

¹⁶⁶ http://ec.europa.eu/energy/intelligent/contact/index_en.htm

¹⁶⁷ http://ec.europa.eu/energy/intelligent/contact/staff_en.htm ;

http://ec.europa.eu/energy/intelligent/contact/national_en.htm

¹⁶⁸ <http://www.managenergy.net/news/news0406.html>

Staff Costs as % of Budget: 62%.

Established: 2005 until 2010

Role: To manage all the projects under the Commissions Public Health Programme, to execute the budget, and provide support for related meetings and conferences. Under its new name the mandate was prolonged and expanded to include actions in consumer protection and training for safer food.

Public/Private Sector Duplication: UK research councils? Health and Safety Agency, Food Standards Agency

Location: Luxembourg

Reports to: Commission

Staff numbers: about 30 staff members.¹⁶⁹

Director: Luc Briol

Nationality: Belgian¹⁷⁰

Other non-commission subsidy income: None

Can function be done by the private sector? No.

Could this Agency be competitively outsourced? No.

35. Research Executive Agency REA (still being set-up)

Budget: Over the life period of FP7, the REA is to manage projects of over €6.5 billion in value. That's €928,571,428 a year, nearly €1 billion a year.¹⁷¹ However, this money is not the budget of the actual Agency.

Staff Costs and Basic Salaries (if disclosed): unavailable.

Staff Costs as % of Budget: Unavailable.

Established: December 2007; will start its work in 2008, becoming fully independent in 2009.¹⁷²

Role: To evaluate research proposals and manage projects. It will manage multi-partner projects, such as in the fields of Space research and Security. It will administer the Marie Curie fellowships scheme, and research for SMEs.¹⁷³ It also aims to "*put excellence at the heart of European Research*".

Public/Private Sector Duplication: Some duplication almost certainly with the Venture Capital industry

Location: Brussels

Reports to: DG Research, DG Enterprise, DG Information Society and Media, and DG Energy and Transport.

¹⁶⁹ http://ec.europa.eu/phea/what_is_phea/what_is_phea_en.html

¹⁷⁰ http://ec.europa.eu/health/ph_programme/agency/director_en.htm

¹⁷¹ <http://ec.europa.eu/research/rea/index.cfm?lg=en&pg=faq&sub=details&idfaq=17017> ;

<http://ec.europa.eu/research/rea/index.cfm?pg=about>

¹⁷² http://europa.eu/agencies/executive_agencies/rea/index_en.htm

¹⁷³

<http://europa.eu/rapid/pressReleasesAction.do?reference=IP/07/1930&format=HTML&aged=0&language=EN>

Staff numbers: There will be a maximum staff of 558 by 2013.¹⁷⁴

Director: Graham Stroud

Nationality: British

Other non-commission subsidy income: None

Can function be done by the private sector? Some of it certainly.

Could this Agency be competitively outsourced? Yes, to venture capital firms seeking lower returns for EU funds for purer research.

36. Trans-European Transport Network Executive Agency TEN-TEA

Budget: €5.2 million for 2008.

Staff Costs and Basic Salaries (if disclosed): unavailable.

Established: 2006

Role: manage EU funds for the Trans European Transport Networks, manages programmes and projects to harmonize and integrate transport across Europe. Became operational April 2008.

Public/Private Sector Duplication: Not known.

Location: Brussels

Reports to: DG Energy and Transport, European Commission.¹⁷⁵

Staff numbers: unavailable.

Director: Dirk Beckers

Nationality: German

Other non-commission subsidy income: Unknown.

Can function be done by the private sector? This is probably already happening on an informal basis between pan-European transport companies and nation states.

Could this Agency be competitively outsourced? No.

¹⁷⁴ http://ec.europa.eu/research/rea/pdf/organigramme_web.pdf

¹⁷⁵ http://europa.eu/agencies/executive_agencies/ten-t/index_en.htm