

# Budget 2026

OBS 2025.10-V rev

**Reference:** Financial Committee

**Date:** 24 November 2025



## Contents

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<b>1. Remarks on the Observatory's budget for 2026.....</b>	<b>3</b>
1.1. General remarks .....	3
1.2. Budget framework and composition.....	4
1.2.1.The total budget.....	4
1.2.2.The activity budget.....	5
1.2.3.The EPRA special budget.....	6
<b>2. Comments on the income and expenditure budgets .....</b>	<b>7</b>
2.1. Income .....	7
2.1.1.Credit balance.....	7
2.1.2.Income from products and services.....	8
2.1.3.Bank interest .....	10
2.1.4.Members' compulsory contributions .....	11
2.2. Expenditure.....	12
2.2.1.The programme of activities .....	13
2.2.2.The support units .....	14
2.2.3.Remarks on the support functions .....	16
2.2.4.The European Platform of Regulatory Authorities.....	17
2.3. Implementation of the budget.....	18
2.3.1.Contribution Agreements .....	18
2.3.2.The EPRA budget.....	18
2.3.3.Role of the reserve.....	18
2.3.4.Transfers within the budget.....	19
<b>3. Summary tables.....</b>	<b>20</b>
3.1. The total budget.....	20
3.2. The activity budget .....	22
3.3. Special budget .....	29
3.4. Staffing table.....	31
3.4.1.Posts and positions.....	31
3.4.2.Assignments .....	31

## Figures

Figure 1 – Total Budget structure (income) 2017-2026 .....	5
Figure 2 – 2026 activity budget .....	5
Figure 3 – Contribution to the increase in the activity budget .....	7
Figure 4 – Breakdown of income from products and services .....	8
Figure 5 – Sales of online publications and services, 2024 .....	9
Figure 6 – Weight of the co-financed projects in the activity budget, 2017-2026 .....	10
Figure 7 – Changes in members' compulsory contributions over ten years .....	11
Figure 8 – Total income budget, 2024-2026 .....	12
Figure 9 – Structure of the expenditure budget, activity budget 2022-2026 .....	16

## Tables

Table 1. Total budget: Receipts .....	20
Table 2. Total budget: Expenses .....	20
Table 3. Total budget: Expenses, breakdown by budget head .....	21
Table 4. Activity budget: Receipts .....	22
Table 5. Activity budget: Receipts, breakdown of products and services .....	22
Table 6. Activity budget: Receipts, breakdown of co-financed projects .....	23
Table 7. Activity budget: Breakdown of members' contributions .....	24
Table 8. Activity budget: Expenses .....	25
Table 9. Activity budget: Expenses, breakdown by cost accounting section .....	26
Table 10. Activity budget: Expenses, breakdown of the reserve .....	28
Table 11. Special budget (EPRA): Receipts .....	29
Table 12. Special budget: Expenses .....	30
Table 13. Staffing table .....	32

# 1. Remarks on the Observatory's budget for 2026

## 1.1. General remarks

The 2025 budget is intended to support the implementation of the Action Plan as part of the Mid-term Strategy (MtS) 2024-2028<sup>1</sup>.

The MtS states: that “(c)onsidering the economically changed and still changing environment, the Observatory can keep its current level of activities only if its members provide the financial support needed to compensate for inflation”. In view of members’ past efforts and the unfavourable economic climate, this draft budget does not call for an increase in contributions in 2026.

The last two years have been characterised by numerous staff changes, coinciding with the Secretariat’s latest restructuring measures, undertaken in accordance with the MtS 2019-2023<sup>2</sup>. With staff costs accounting for more than 70% of expenditure, vacant posts had a significant impact on the amount of the credit balance for the 2024 financial year. This rise in the credit balance contributes to an - albeit limited - increase in resources, thus enabling the Observatory to maintain members’ contributions at their 2025 level. The small increase (+0.5%) reflects the addition of a new member, Ukraine, which joined the Observatory in June 2025 thanks to voluntary contributions from some members.<sup>3</sup>

This marginal increase should be viewed in the light of an estimated 3.6% rise in staff costs.

This budget will therefore make it possible to meet one of the aims of the MtS: “the stabilisation of the Observatory’s budget, including through self-generated income, taking into account cost increases (e.g. inflation and related salary adjustments) to secure the Observatory’s existing capacity and relevance”.<sup>4</sup>

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<sup>1</sup> Cf. document OBS 2023.08, Mid-term Strategy 2024-2028.

<sup>2</sup> Cf. documents OBS 2018.19, Mid-term Strategy 2019-2023, and OBS 2020.09, Revised Mid-term Strategy 2019-2023.

<sup>3</sup> The « Ukraine membership fund » created upon decision of the Executive Council and funded by some members (Cf. document OBS 2024.19, Co-financing Plan - Ukraine Membership, Adapted) covers Ukraine’s contribution to the budgets 2025 and 2026.

<sup>4</sup> Ibid, section 8.

At the Executive Council's 73rd meeting on 5 June 2025, the Secretariat presented to the members a strategy paper on video games<sup>5</sup>. It then held bilateral consultations with members who had expressed an interest in committing to the implementation of the "video games" strategy in the form of the pilot project described in the document.

Many members have confirmed their willingness to commit to financing the extension of the Observatory's activities on a voluntary basis in order to enable the pilot project to start on 1 January 2026. The corresponding special budget is set out in a separate document<sup>6</sup>.

## 1.2. Budget framework and composition

### 1.2.1. The total budget

The budget is made up of an activity budget and a special budget. The former comprises the "ordinary" budget (i.e., the Observatory's own resources) and the budget of the fourth Contribution Agreement a project co-financed by the European Commission. The Observatory and the European Commission are negotiating the next Contribution Agreement, which will relate to the 2026 and 2027 financial years. This draft budget includes a proposal to fund projects submitted after an initial round of negotiations.

While the Observatory's own resources finance its core activities, the co-financed projects cover both recurring services to the European Commission and the exploration of new topics by the Observatory.

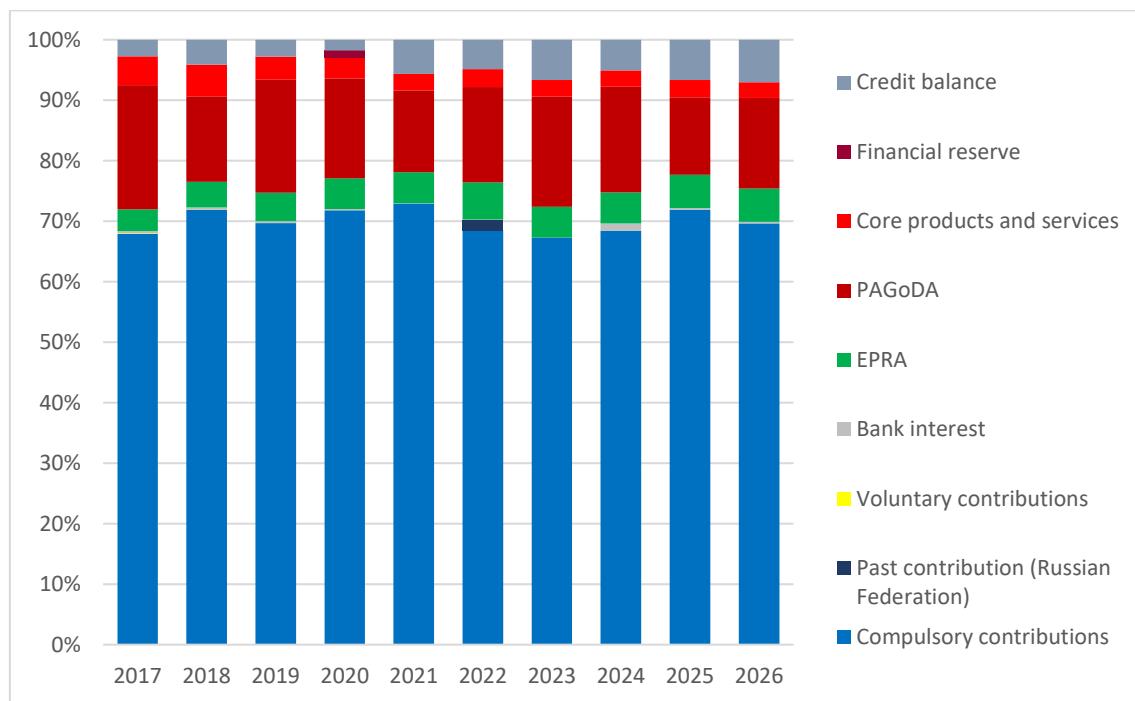
The activities concerning the hosting of the European Platform of Regulatory Authorities (EPRA) are covered by a special budget.

Income budget	Ordinary budget	Activity budget	Special budget
Credit balance			
Dedicated fund			
Income from products and services			
Co-financed projects			
Budget of the European Platform of Regulatory Authorities (EPRA)			
Members' compulsory contributions			
<b>Total budget</b>			

<sup>5</sup> Cf. document OBS 2025.09 rev, Draft minutes of the meeting of the Executive Council held on 5 June 2025, section 10, para. 54.

<sup>6</sup> Cf. document OBS 2025.14, Video games pilot project special budget.

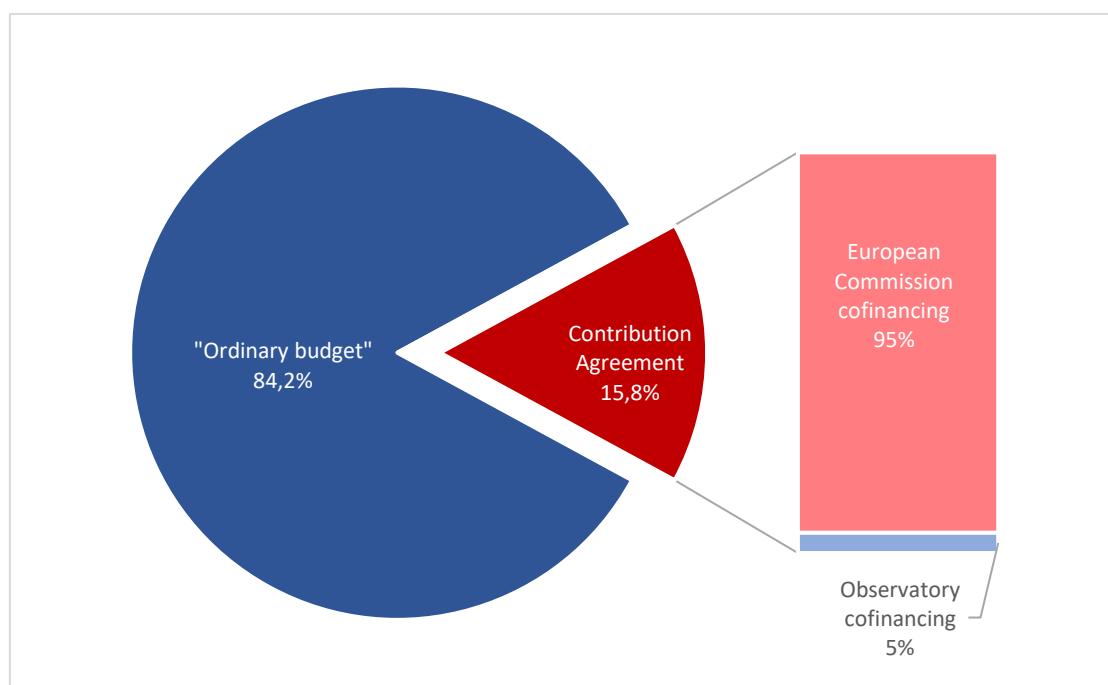
**Figure 1 – Total Budget structure (income) 2017-2026**



### 1.2.2. The activity budget

The following figure shows the breakdown of the funding for the Observatory's programme of activities. In the interests of budgetary transparency, the budget for the Contribution Agreement (under negotiation) is presented separately in the summary tables section.

**Figure 2 – 2026 activity budget**



### 1.2.3. The EPRA special budget

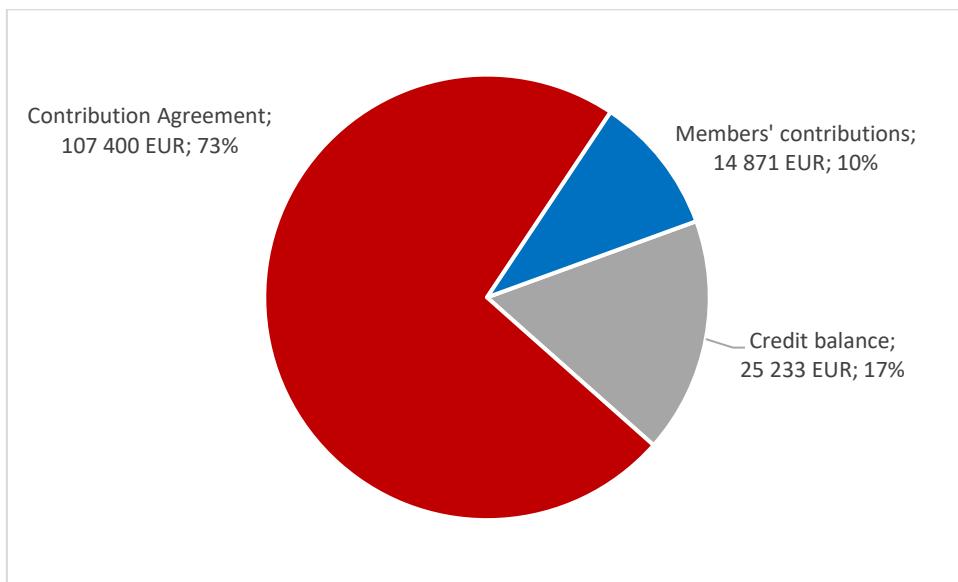
The Observatory has hosted the Secretariat of the European Platform of Regulatory Authorities since 2006. This is based on a Memorandum of Understanding automatically renewed every year and under which the Observatory provides the structure and services necessary for EPRA to operate. This Memorandum of Understanding was amended in 2019 to take account of EPRA's development and has been tacitly renewed since then.

## 2. Comments on the income and expenditure budgets<sup>7</sup>

### 2.1. Income

Total income rises by 3.8%. This increase is mainly due to the fourth Contribution Agreement, the amount of which is 21% higher compared to 2025. There is the same increase in the activity budget whereas the ordinary budget (which finances the Observatory's core activities) shows a modest rise of 1.3%, which is mainly the result of the credit brought forward and the inclusion of Ukraine for a full year.

**Figure 3 – Contribution to the increase in the activity budget**



The EPRA budget will increase by 3.7%.

The risks inherent in the implementation of the programme of activities and the budget are described in the MtS<sup>8</sup>.

#### 2.1.1. Credit balance

The credit balance of the last closed financial year is an integral part of the budget.

Article 5 of the Financial Regulations<sup>9</sup> provides: "In accordance with the provision set out in Article [9.1 (e)] of the Statute of the Observatory, the credit balance of the last closed

<sup>7</sup> The references to the 2025 budget relate to the final budget (document OBS 2025.13).

<sup>8</sup> Cf. [Mid-term Strategy 2024-2028](#), ibid., sections 6.6., 7.4.4. and 8.4.

<sup>9</sup> Cf. Financial Regulations of the European Audiovisual Observatory, document [OBS 2018.01](#).

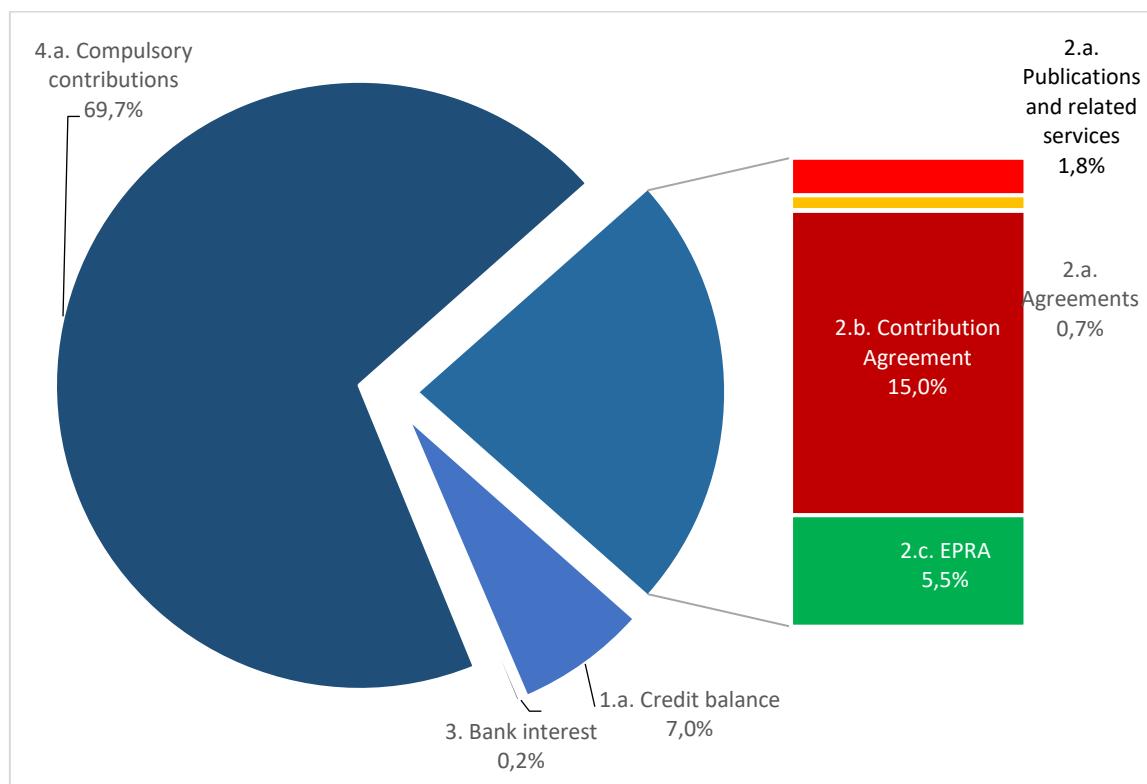
and approved financial year shall be credited to the Budget of Receipts for the second financial year succeeding the one in question".

The sum of EUR 285 318.47 is allocated to the 2026 budget, a 10% increase compared to 2025.

## 2.1.2. Income from products and services

The receipts entered under budget head 2 make up around 18% of the resources of the Observatory's activity budget.

**Figure 4 – Breakdown of income from products and services**



### 2.1.2.1. Publications and services

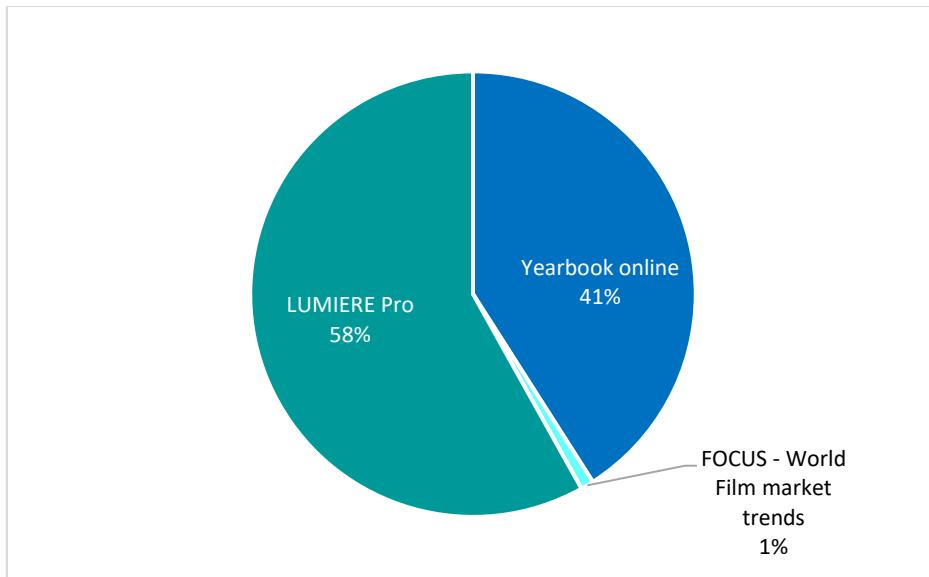
The Observatory disseminates most of its output free of charge in order to fulfil its mission to ensure greater transparency in the audiovisual sector. It also generates income, mainly through three publications and services: the online Yearbook, LUMIERE Pro and FOCUS – World Film Market Trends. Restrictions on the dissemination of data by the suppliers on which the Observatory relies to produce the Yearbook and LUMIERE Pro prohibit their distribution free of charge.

The expected increase in sales of the online Yearbook did not materialise in 2025. Efforts to make the service better known helped maintain a respectable level of sales but the

target needs to be revised downwards. LUMIERE Pro is aimed at a limited audience, with sales made under a sub-licensing agreement.

The target for sales of the Observatory's paid publications is 6% lower.

**Figure 5 – Sales of online publications and services, 2024**



As every year, the publication of FOCUS – World Film Market Trends depends on the conclusion of an agreement with the Cannes Film Market on the Observatory's contribution to the event.

#### 2.1.2.2. Co-financed project

The fourth Contribution Agreement between the Observatory and the European Commission is being negotiated, so the amount entered in the 2026 budget is an estimate of the costs of the projects under discussion.

The volume of activities carried out under the Contribution Agreements tends to fluctuate according to the activity timeframe, but some stability is necessary in order to maintain the level of expertise of the research in this connection. For example, the amounts allocated to the first year of the third Contribution Agreement represented nearly 60% of the total project funding, which meant a significant fluctuation between 2024 and 2025. The fourth agreement will also cover two years. In 2026, the amount allocated to the project will be EUR 607 700, 95% of which will be funded by the European Commission. The Observatory's 5% co-financing is provided by the fund for co-financed projects<sup>10</sup>.

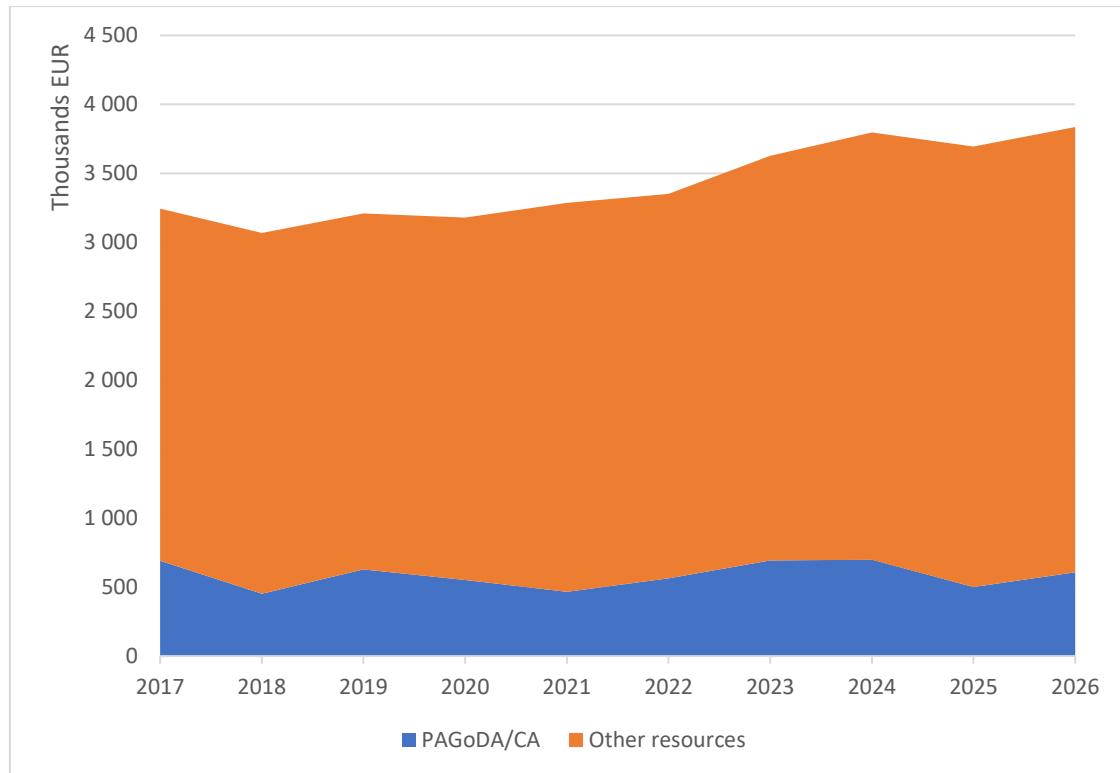
This project's share of the activity budget will rise to 15%, compared with 12.8% in 2025 (and 17.5% in 2024).

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<sup>10</sup> Cf. document [OBS 2016.07 rev](#) Creation of a fund for co-financed projects – Allocation to the revised 2016 budget. Proposal for a decision.

In application of the previous MtS, the co-financed projects will help to increase the supply of information provided by the Observatory over and above its core remit.

**Figure 6 – Weight of the co-financed projects in the activity budget, 2017-2026**



#### 2.1.2.3. The EPRA special budget

The EPRA budget will rise by 3.7%, the same rate as in 2025. In accordance with the Memorandum of Understanding concluded between EPRA and the Observatory, the amounts remitted by EPRA cover all the expenses involved in hosting its Secretariat.

EPRA's investment in a new website is funded by the EPRA Board Association.

#### 2.1.3. Bank interest

The Observatory places its cash reserves and dedicated funds, such as the Ukraine Membership Fund and Co-financed Projects Fund, in term accounts. Although investment conditions have worsened in 2025, continued dynamic cash management should enable the Observatory to rely on stable revenues.

## 2.1.4. Members' compulsory contributions

In accordance with the Observatory's Financial Regulations, the method of calculating the scale of members' contributions is based on Council of Europe Committee of Ministers Resolution (94)31 governing the scales pertaining to the Partial Agreements. The contribution rates vary according to a member's economic situation and population, except for major contributors, to which the maximum rate applies, and (in most cases) countries to which the minimum rate applies. The addition of a new member can cause significant fluctuations in these rates<sup>11</sup>. In order to reduce the impact of Ukraine's accession on the level of contributions, the maximum and minimum rates have been changed to 12.77% and 0.15% respectively (compared to 12.9% and 0.146% in 2025).

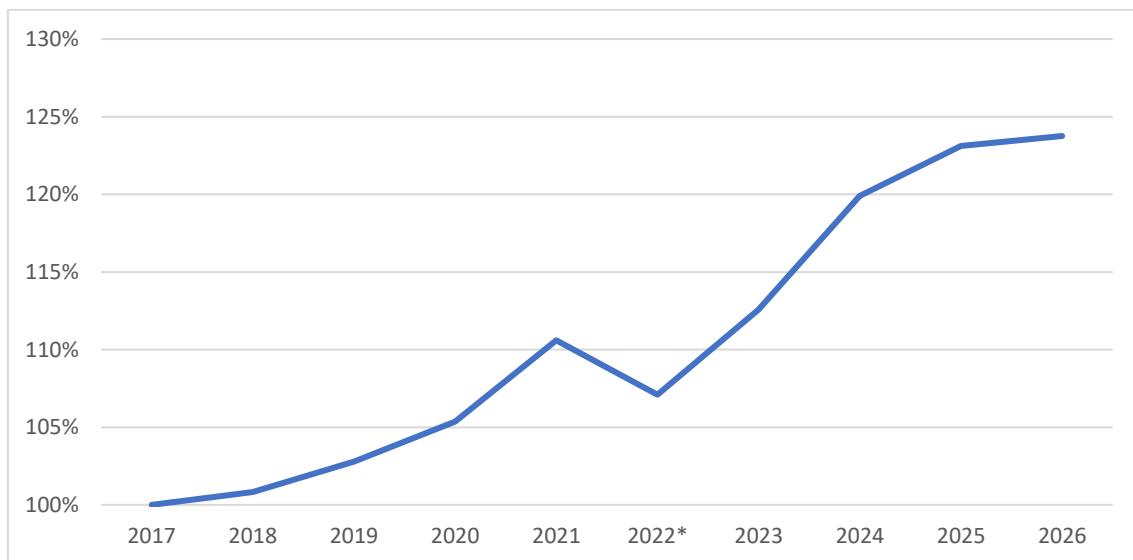
Belgium's contribution is shared between the French Community (49%), the Flemish Community (49%) and the German-speaking Community (2%).

In order to take account of the difficult economic situation of its members, the Observatory decided not to call for an increase in contributions, and the slight increase in this amount is due to the inclusion of a new member.

The 1.3% increase in resources allocated to funding the Observatory's core activities ("ordinary budget") is below inflation. The Observatory will be able to balance its budget to a large extent thanks to its cost control efforts (see 2.2).

**Figure 7 – Changes in members' compulsory contributions over ten years**

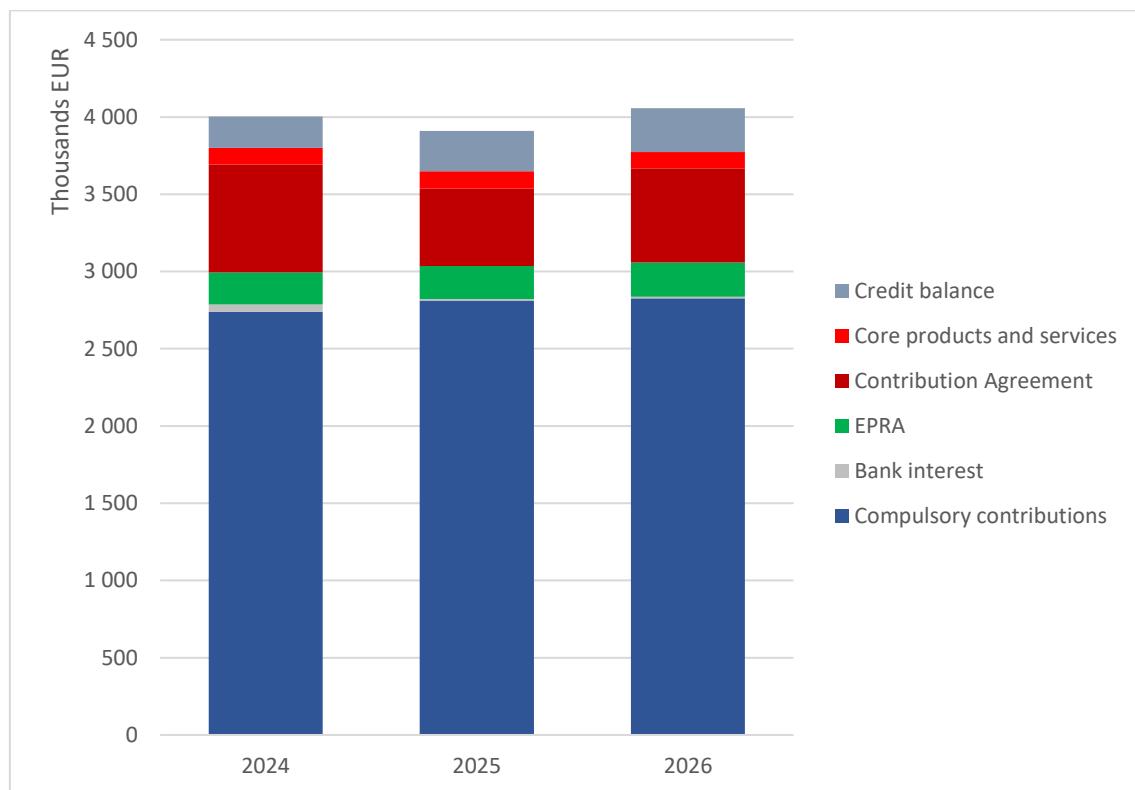
(Base 100 = 2017)



\* Including the entire contribution due from the Russian Federation.

<sup>11</sup> As Ukraine joined the Observatory in 2025, the contributions of the other members were frozen, so the effect of its accession on the other contributions only becomes apparent in 2026.

**Figure 8 – Total income budget, 2024-2026**



## 2.2. Expenditure

The expenditure budget is organised by type of expenditure grouped under eight budget heads. For budget monitoring purposes, the allocation of resources is structured around cost centres, which in turn group together the analytical sections corresponding to the projects included in the action plan. The cost centres are the two departments, the IT and Visibility units and the Administration.

The remarks on the expenditure budget follow this operational approach to a large extent.

Ordinary budget	Activity budget	Special budget
Department for Market Information	Department for Market Information	Budget of the European Platform of Regulatory Authorities (EPRA)
Department for Legal Information	Department for Legal Information	
Visibility Unit	Visibility Unit	
IT Unit	IT Unit	
Administration	Administration	
	Co-financed projects	

As the EPRA special budget has no impact on the Observatory's budget, the remarks on expenditure only relate to the activity budget.

Unless otherwise stated, comparisons with the 2025 budget relate to the final budget for the financial year.

In addition to its cost control efforts, savings on recent recruitments have enabled the Secretariat to balance its budget in order to implement the activities set out in the Action Plan.

## 2.2.1. The programme of activities

The Observatory's work relies essentially both on the expertise of its team and on the network that it leads, so staff costs are the biggest expenditure item. It is followed by the "Partnership and network" item.

### 2.2.1.1. Human resources

The new organisational chart resulting from the MtS 2019-2023 was completed in mid-2025. In early 2026, the Observatory Secretariat will therefore have a stabilised structure conducive to guaranteeing its efficient and sustainable operation.

This budget incorporates an overall increase in salary costs resulting from four factors:

- The salary adjustment granted to staff of the Coordinated Organisations<sup>12</sup> in 2026 should reflect the level of inflation. The method used for this adjustment is to take a benchmark calculation based on salary increases in a group of reference national civil services. The Council of Europe Committee of Ministers decides on the adjustment for the Organisation.
- The cost of social security contributions is set to increase significantly.
- Staff grade changes and family situation also have an appreciable impact.
- The departure of long-serving staff will result in budget savings.

*The proportion of staff costs in the activity budget remains stable compared to 2025 (+0.8%). Total staff costs rise by 2.7% (+3.6% if recruitment costs, which will be sharply down in 2026, are excluded).*

### 2.2.1.2. Department for Market Information (DMI)

The DMI's programme of activities is based mainly on recurring projects, which is reflected in the stability of its budget. The systematisation of calls for tenders aimed at

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<sup>12</sup> Group of international organisations [North Atlantic Treaty Organisation (NATO), European Space Agency (ESA), Organisation for Economic Co-operation and Development (OECD), Council of Europe, Western European Union (WEU) and European Centre for Medium-Range Weather Forecasts (ECMWF)] sharing a coordinated remuneration system.

concluding framework contracts with a capped price adjustment clause has enabled the department to obtain the best prices in a market where competition remains limited.

*Translation and proofreading costs have once again been revised downwards (17.1%) to take account of the systematic use of machine translation.*

*The 4.4% increase in the data purchases budget over the ordinary budget is entirely attributable to the Observatory's takeover of the LUMIERE VOD database, which was developed under the previous grant agreements with the European Commission.*

*Travel costs are 10.5% lower (-EUR1 400).*

*The activities under the fourth Contribution Agreement make up 23.5% of the department's resources, a proportion stable compared with 2025.*

#### 2.2.1.3. Department for Legal Information (DLI)

The machine translation of articles in the monthly newsletter IRIS – Legal Observations of the European Audiovisual Observatory began in February 2025. The change in the method of remunerating proofreaders resulted in the Observatory adopting a cautious approach in estimating the associated costs. The experiment is enabling the Observatory to revise downwards the costs of translating and proofreading the department's publications despite the expected increase in the translation rates.

The budget also provides for making use of the services of the incumbent partners, EMR - Institute of European Media Law and IViR - Institute for Information Law, for the production of two publications on the basis of the framework partnership agreements with these organisations.

*Translation and proofreading costs fall by 7.8%.*

*The Partnership and network budget is back to the level of the last adopted budget (only one framework agreement was partially implemented in 2025). The network costs are 30.5% (EUR 2 500) lower to reflect the level of use of paid experts.*

*Travel costs are 8% higher (+EUR 600).*

*The activities under the fourth Contribution Agreement make up 23.6% of the department's resources, which is by and large the same proportion as in the adopted 2025 budget.*

### 2.2.2. The support units

The units carry out cross-department activities, supporting the work of the departments at various stages.

#### 2.2.2.1. IT

The team consists of the head of the unit and two IT specialists with complementary backgrounds, one of whom is on 80% FTE.

Most of the IT projects are now carried out by the Observatory team, as a result of the insourcing strategy launched in 2020. The unit team maintains and develops all the databases (except for the database underpinning the online Yearbook and Merlin) and several applications such as the budget preparation and monitoring software, the interface and the tools for the machine translation of the IRIS newsletter.

As in-house IT developments are not fixed assets, capital expenditure is now reduced to a symbolic amount. The working environment and IT infrastructure are provided by the Council of Europe under an agreement between the Observatory and the Directorate of Information Technology (DIT). The relevant costs are divided between the working environment (entered in budget line 2.2 Stationery and office equipment) and services relating to infrastructure and security, as well as other tools provided by the DIT (budget line 2.6 Maintenance). They make up more than 80% of the unit's expenditure, excluding staff costs. The proportion of work environment costs is down (27.8% compared to 33.7% in 2025), with a corresponding increase in infrastructure and security costs (72.2% compared to 66.3%). Significant licence cost increases are forecast for 2027.

The Observatory remains dependent on outside companies for very specific software: the accounting management tools and the invoicing and sales tracking tools are based on proprietary software. Whenever possible, the Observatory takes advantage of the conditions of the framework contracts concluded by the Council of Europe.

*The costs rebilled by the Council of Europe for staff workstations and associated services take account of an increase in costs in line with the Syntec index and rise by 1.4%.*

#### 2.2.2.2. Visibility

The Communication and Events Unit's budget is modest given the activities carried out to promote the Observatory's work, and certain budget cuts made in 2025 need to be reversed in order to maintain the results achieved.

Almost all items have been increased, particularly translation and proofreading costs, to take account of the rise in the number of press releases and other informative communications.

*Excluding the impact of staff costs, the visibility budget is 8.8% higher (+EUR 6 300). This increase, which is intended to respond to the rise in the volume of translations and the Unit's costs, follows a 5% reduction in 2025.*

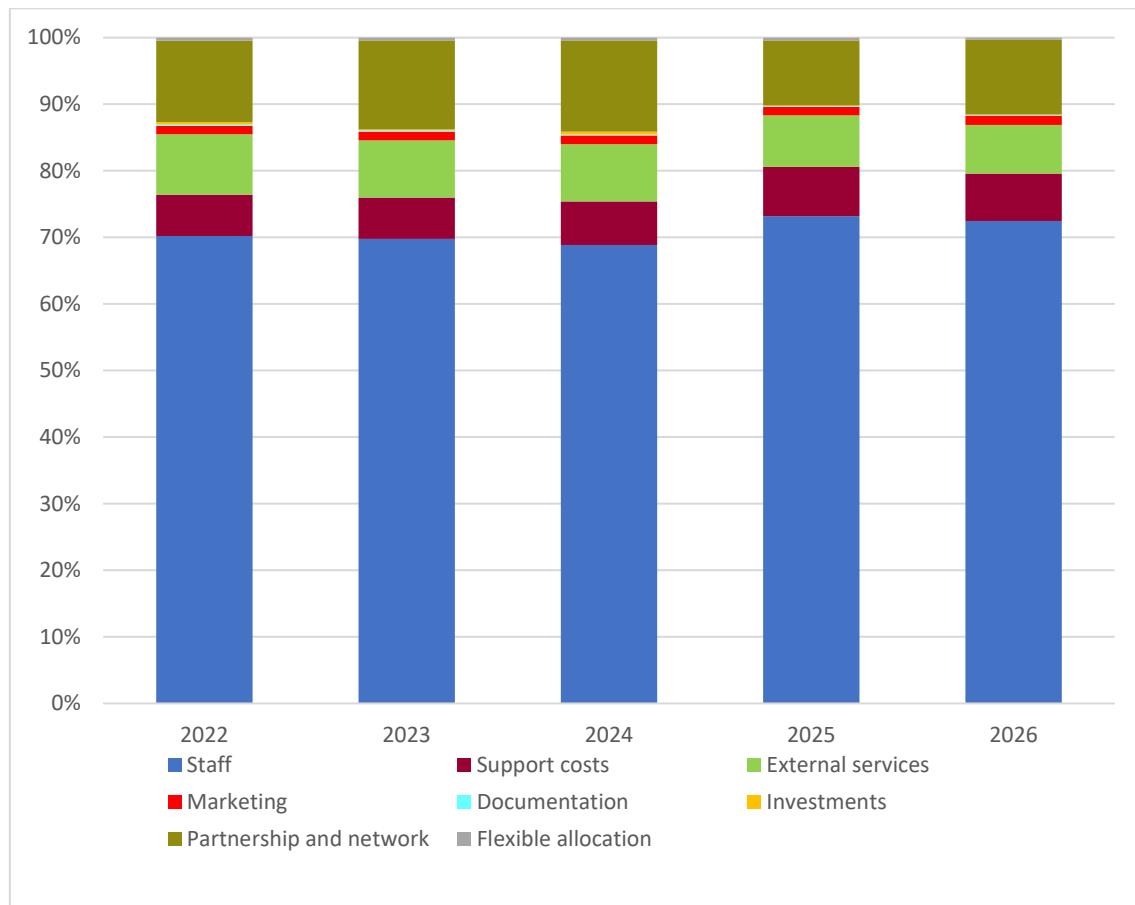
#### 2.2.2.3. Administration

The Administration unit's operating costs are 2% down despite an increase in the budget allocated to staff travel. In particular, furniture rental costs and rental charges are down to reflect the moderate rent increase in 2025. The level of expenses of rental charges remains uncertain as they have not been invoiced by the City of Strasbourg since 2021. However, the costs of external services had to be revised upwards to cover the increase in certain costs (office printing) and the foreseeable costs of interpretation.

*Excluding the impact of staff costs, the Administration's budget is 3.7% higher. If these costs are taken into account, it is 4.9% lower. (See also 2.2.1.1).*

*Translation and proofreading costs, which include interpretation, are 20.6% higher (+EUR 5 900).*

**Figure 9 – Structure of the expenditure budget, activity budget 2022-2026**



### 2.2.3. Remarks on the support functions

#### Staff

Staff turnover continued in 2025. All posts were filled at 1 October<sup>13</sup>. In 2026, a new head of the DMI will be recruited.

The changes in respect of staff costs are detailed in section 2.2.1.1.

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<sup>13</sup>. The process of recruiting the EPRA Project Officer had entered its final phase at the time the budget was drafted

## Use of artificial intelligence

The machine translation of the IRIS Newsletter has made it possible to generate significant savings, which will take full effect in 2026. As the rates offered to proofreaders will remain unchanged in 2026, the total cost of translating publications will decrease further in 2026 (see sections 2.2.1.2 and 2.2.1.3**Error! Reference source not found.**).

Given the volume of accounting transactions in relation to the cost of implementing electronic accounting document management software, the Observatory has not pursued this option but has relied on software provided by the Council of Europe under the agreement with the DIT (see 2.2.2.1) in order to improve purchasing processes. It will continue to monitor developments in dedicated IT solutions.

Also under the above-mentioned agreement, the Observatory will have a generative AI tool at its disposal in 2026.

## Sustainability

Alongside the development of its website's functionalities, the Observatory has reduced the printing and mailing of its publications to a bare minimum in favour of electronic distribution.

Similarly, when possible and appropriate the Observatory prefers to participate in events to which it is invited online.

As far as statutory meetings are concerned, while the choice of format for Executive Council and Advisory Committee meetings is up to the members, the Secretariat will continue to advocate for face-to-face meetings of the Executive Council. Similarly, the first meeting of the Advisory Committee should also be held in Strasbourg to ensure high-quality discussions between members.

Since 2025, meetings of the Bureau have been exclusively by videoconference.

The figure for staff travel expenses is higher mainly to take account of the foreseeable rise in transport costs. This increase remains very limited in absolute terms.

## 2.2.4. The European Platform of Regulatory Authorities

The EPRA budget is approved by the EPRA Executive Board and implemented by the EPRA Secretariat. It will increase by 3.7% in 2026.

## 2.3. Implementation of the budget

### 2.3.1. Contribution Agreements

Once signed, the Contribution Agreements are subject to the payment of 80% of the amount of its co-financing by the European Commission. Throughout their implementation, the Observatory carries out analytical monitoring of expenditure and calls in the balance from the Commission at the end of the contract.

It should be noted that projects co-financed by the Commission include a flat-rate allocation equivalent to a maximum of 7% of eligible expenditure to cover the administrative costs of these projects. The corresponding expenditure that this provision is meant to finance is entered directly into the Observatory's "ordinary" budget.

### 2.3.2. The EPRA budget

Pursuant to the Memorandum of Understanding between the Observatory and EPRA (see 1.2.3 above), the EPRA Executive Board arranges for two advances to be remitted to the Observatory, one at the beginning and one in the middle of the financial year. The final calculation of the expenditure incurred in connection with the service results in the offsetting of sums paid at the close of the accounts for the financial year. The agreement is therefore budget-neutral for the Observatory since EPRA pays all the costs associated with hosting it.

### 2.3.3. Role of the reserve

A large proportion of the Observatory's budget is financed by members' compulsory contributions. Article 21 of the Financial Regulations provides that the Executive Director "shall [...] (p)rior to any commitment of the Observatory's funds [...] ensure that the funds are available under the appropriate Sub-head of the Budget".

The implementation of the Action Plan depends to a significant extent on the proper collection of the compulsory contributions. A member's failure to pay constitutes a risk that the Observatory takes into account in the budget in the form of a "reserve". This groups together the expenditure allocated to specific measures that are planned for the second half of the year and whose implementation depends on a good level of collection of contributions. At the end of the deadline for the payment of the compulsory contributions (in practice at the beginning of July), if the level of collection is satisfactory and it considers that any incident likely to jeopardise the implementation of the budget can be ruled out, the Observatory gives the green light to the measures whose funding has been budgeted in the reserve.

Many projects require long preparation, so selecting activities for placing in the reserve is a difficult exercise.

The activities concerned total EUR 103 000 and are listed in Table 10.

### 2.3.4. Transfers within the budget

The budget is subject to analytical monitoring throughout the financial year. In accordance with established practice, the Executive Director can have transfers made between budget heads during the financial year as follows:

1. up to a maximum of 10% of the initial amount without the Executive Council's authorisation,
2. up to a maximum of 20% of the initial amount after the Executive Council's authorisation.

Any transfers will be included in the amending budget submitted to the Executive Council.

## 3. Summary tables

In accordance with the provisions of Article 16 of the Financial Regulations, the budget is presented in comparison with the last two financial years.

### 3.1. The total budget

**Table 1. Total budget: Receipts**

	2024 Final budget		2025 Final budget		2026 Budget	
	EUR	%	EUR	%	EUR	%
1. Credit balance	202 159,14	5,1%	260 085,68	6,7%	285 318,47	7,0%
2a. Income from products and services	108 300,00	2,7%	112 600,00	2,9%	106 000,00	2,6%
2b. Cofinanced projects	699 200,00	17,5%	500 300,00	12,8%	607 700,00	15,0%
2c. EPRA	206 800,00	5,2%	214 500,00	5,5%	222 500,00	5,5%
3. Bank interest	48 000,00	1,2%	10 004,20	0,3%	10 000,00	0,2%
4. Contributions of member states	2 738 440,86	68,4%	2 811 710,12	71,9%	2 826 581,53	69,7%
<b>Total</b>	<b>4 002 900,00</b>	<b>100,0%</b>	<b>3 909 200,00</b>	<b>100,0%</b>	<b>4 058 100,00</b>	<b>100,0%</b>

**Table 2. Total budget: Expenses**

		2024 Final budget		2025 Final budget		2026 Budget	
		EUR	%	EUR	%	EUR	%
1	Staff	2 794 100	69,8%	2 888 300	73,9%	2 969 400	73,2%
2	Support costs	266 100	6,6%	294 700	7,5%	295 800	7,3%
3	External services	335 500	8,4%	294 300	7,5%	290 100	7,1%
4	Marketing	49 900	1,2%	47 400	1,2%	52 700	1,3%
5	Documentation	5 700	0,1%	5 200	0,1%	4 900	0,1%
6	Investments	15 100	0,4%	3 500	0,1%	3 500	0,1%
7	Partnerships and network	521 500	13,0%	360 800	9,2%	431 700	10,6%
8	Flexible allocation	15 000	0,4%	15 000	0,4%	10 000	0,2%
<b>Total</b>		<b>4 002 900</b>	<b>100,0%</b>	<b>3 909 200</b>	<b>100,0%</b>	<b>4 058 100</b>	<b>100,0%</b>

**Table 3. Total budget: Expenses, breakdown by budget head**

		2024 Final budget		2025 Final budget		2026 Budget	
		EUR	%	EUR	%	EUR	%
<b>1</b>	<b>Staff</b>	<b>2 794 100</b>	<b>69,8%</b>	<b>2 888 300</b>	<b>73,9%</b>	<b>2 969 400</b>	<b>73,2%</b>
1.1	Permanent staff - salaries, soc.charges and pensions	2 698 300		2 729 800		2 933 200	
1.2	Temporary staff	75 000		128 400		29 500	
1.3	Staff training	5 000		1 500		1 500	
1.4	Other staff costs and recruitment costs	12 500		28 600		5 200	
1.5	Trainees	3 300					
<b>2</b>	<b>Support costs</b>	<b>266 100</b>	<b>6,6%</b>	<b>294 700</b>	<b>7,5%</b>	<b>295 800</b>	<b>7,3%</b>
2.1	Council of Europe services	35 200		34 800		34 600	
2.2	Stationary and office equipment	48 600		42 000		35 500	
2.3	Communications: telephone, internet, mailing costs	5 700		6 900		6 800	
2.4	Travels	46 300		47 800		52 600	
2.5	Insurances	2 900		3 000		1 000	
2.6	Maintenance	69 900		99 200		107 200	
2.7	Bank charges	1 600		1 400		1 500	
2.8	Premises rental costs	54 000		57 900		54 600	
2.9	Miscellaneous	1 900		1 700		2 000	
<b>3</b>	<b>External services</b>	<b>335 500</b>	<b>8,4%</b>	<b>294 300</b>	<b>7,5%</b>	<b>290 100</b>	<b>7,1%</b>
3.1	Translation and proofreading	232 500		208 700		209 600	
3.2	Print	32 700		29 000		27 200	
3.3	Other services and external assistance	50 900		31 600		29 600	
3.4	External experts travel and accommodation costs	19 400		25 000		23 700	
<b>4</b>	<b>Marketing</b>	<b>49 900</b>	<b>1,2%</b>	<b>47 400</b>	<b>1,2%</b>	<b>52 700</b>	<b>1,3%</b>
4.1	Marketing and promotion	26 200		31 600		31 600	
4.2	Receptions	23 700		15 800		21 100	
<b>5</b>	<b>Documentation</b>	<b>5 700</b>	<b>0,1%</b>	<b>5 200</b>	<b>0,1%</b>	<b>4 900</b>	<b>0,1%</b>
<b>6</b>	<b>Investments</b>	<b>15 100</b>	<b>0,4%</b>	<b>3 500</b>	<b>0,1%</b>	<b>3 500</b>	<b>0,1%</b>
6.1	IT Hardware	11 200					
6.2	IT Software (purchase and development)	2 400		1 500		1 500	
6.3	Office furniture			2 000		2 000	
6.4	Office equipment and installation	1 500					
<b>7</b>	<b>Partnerships and network</b>	<b>521 500</b>	<b>13,0%</b>	<b>360 800</b>	<b>9,2%</b>	<b>431 700</b>	<b>10,6%</b>
7.1	Partnership contracts	6 500		20 000		40 000	
7.2	Collaboration with correspondents, purchase of data	515 000		340 800		391 700	
<b>8</b>	<b>Flexible allocation</b>	<b>15 000</b>	<b>0,4%</b>	<b>15 000</b>	<b>0,4%</b>	<b>10 000</b>	<b>0,2%</b>
<b>Total</b>		<b>4 002 900</b>	<b>100,0%</b>	<b>3 909 200</b>	<b>100,0%</b>	<b>4 058 100</b>	<b>100,0%</b>

## 3.2. The activity budget

**Table 4. Activity budget: Receipts**

	2024 Final budget		2025 Final budget		2026 Budget	
	EUR	%	EUR	%	EUR	%
1. Credit balance	202 159,14	5,3%	260 085,68	7,0%	285 318,47	7,4%
2a. Income from products and services	108 300,00	2,9%	112 600,00	3,0%	106 000,00	2,8%
2b. Cofinanced projects	699 200,00	18,4%	500 300,00	13,5%	607 700,00	15,8%
3. Bank interest	48 000,00	1,3%	10 004,20	0,3%	10 000,00	0,3%
4. Contributions of member states	2 738 440,86	72,1%	2 811 710,12	76,1%	2 826 581,53	73,7%
<b>Total</b>	<b>3 796 100,00</b>	<b>100,0%</b>	<b>3 694 700,00</b>	<b>100,0%</b>	<b>3 835 600,00</b>	<b>100,0%</b>

**Table 5. Activity budget: Receipts, breakdown of products and services**

	2024 Final budget		2025 Final budget		2026 Budget	
	EUR	%	EUR	%	EUR	%
Publications and related services	77 800,00	71,8%	81 600,00	72,5%	75 000,00	70,8%
Agreements	25 000,00	23,1%	30 000,00	26,6%	30 000,00	28,3%
Consulting activities	4 500,00	4,2%				
Other services	1 000,00	0,9%	1 000,00	0,9%	1 000,00	0,9%
<b>Total</b>	<b>108 300,00</b>	<b>100,0%</b>	<b>112 600,00</b>	<b>100,0%</b>	<b>106 000,00</b>	<b>100,0%</b>

**Table 6. Activity budget: Receipts, breakdown of co-financed projects**

	2024 Final budget		2025 Final budget		2026 Budget	
	EUR	%	EUR	%	EUR	%
Grant European Commission	664 400,00	95%	475 100,00	95%	577 000,00	95%
Co-financing Fund	34 800,00	5%	25 200,00	5%	30 700,00	5%
<b>Total</b>	<b>699 200,00</b>	<b>100%</b>	<b>500 300,00</b>	<b>100%</b>	<b>607 700,00</b>	<b>100%</b>

**Table 7. Activity budget: Breakdown of members' contributions**

	2024 Final budget		2025 Final budget		2026 Budget	
	% CoE scale RES(94)31	EUR	% CoE scale RES(94)31	EUR	% CoE scale RES(94)31	EUR
Albania	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Armenia	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Austria	1,4798%	40 523,45	1,4507%	40 521,16	1,3982%	39 521,26
Belgium	1,8096%	49 554,83	1,7925%	50 068,37	1,7497%	49 456,70
Herzegovina	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Bulgaria	0,3478%	9 524,30	0,3564%	9 955,02	0,3562%	10 068,28
Croatia	0,2587%	7 084,35	0,2601%	7 265,15	0,2618%	7 399,99
Cyprus	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Czech Republic	0,9537%	26 116,51	0,9574%	26 742,23	0,9644%	27 259,55
Denmark	1,1743%	32 157,51	1,1794%	32 943,17	1,1254%	31 810,35
Estonia	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Finland	0,9113%	24 955,41	0,8914%	24 898,71	0,8402%	23 748,94
France	12,9000%	353 258,87	12,9000%	360 324,65	12,7700%	360 954,46
Georgia	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Germany	12,9000%	353 258,87	12,9000%	360 324,65	12,7700%	360 954,46
Greece	0,7878%	21 573,44	0,7725%	21 577,58	0,7571%	21 400,05
Hungary	0,6693%	18 328,38	0,6622%	18 496,67	0,6591%	18 630,00
Iceland	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Ireland	1,3729%	37 596,05	1,4480%	40 445,74	1,4341%	40 536,01
Italy	12,9000%	353 258,87	12,9000%	360 324,65	12,7700%	360 954,46
Latvia	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Liechtenstein	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Lithuania	0,2241%	6 136,85	0,2317%	6 471,88	0,2338%	6 608,55
Luxembourg	0,2332%	6 386,04	0,2346%	6 552,88	0,2255%	6 373,94
Malta	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Montenegro	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Netherlands	3,0583%	83 749,74	3,0462%	85 086,89	3,0034%	84 893,55
North Macedonia	0,1460%	3 998,12	0,1460%	4 078,09	0,1500%	4 239,87
Norway	1,3044%	35 720,22	1,4208%	39 685,99	1,4062%	39 747,39
Poland	2,5357%	69 438,64	2,5518%	71 277,24	2,5396%	71 783,87
Portugal	0,8914%	24 410,46	0,8767%	24 488,11	0,8598%	24 302,95
Romania	1,1266%	30 851,27	1,1398%	31 837,06	1,1384%	32 177,81
Slovak Republic	0,4198%	11 495,97	0,4166%	11 636,53	0,4077%	11 523,97
Slovenia	0,2035%	5 572,73	0,2022%	5 647,88	0,1994%	5 636,20
Spain	4,8539%	132 921,18	4,7144%	131 683,30	4,6293%	130 850,94
Sweden	1,8392%	50 365,40	1,8329%	51 196,83	1,7211%	48 648,30
Switzerland	2,3753%	65 046,19	2,3708%	66 221,53	2,2936%	64 830,48
Türkiye	3,8417%	105 202,68	3,8741%	108 211,92	3,9432%	111 457,76
Ukraine				18 495,80	1,1787%	33 316,92
United Kingdom	12,9000%	353 258,87	12,9000%	360 324,65	12,7700%	360 954,46
European Union	12,9000%	353 258,87	12,9000%	360 324,65	12,7700%	360 954,46
Morocco	1,0757%	29 457,41	1,0648%	29 742,15	1,0241%	28 947,03
	<b>100,0%</b>	<b>2 738 440,80</b>	<b>100,0%</b>	<b>2 811 710,12</b>	<b>100,0%</b>	<b>2 826 581,53</b>

**Table 8. Activity budget: Expenses**

		2024 Final budget		2025 Final budget		2026 Budget	
		EUR	%	EUR	%	EUR	%
<b>1</b>	<b>Staff</b>	<b>2 613 800</b>	<b>68,9%</b>	<b>2 704 800</b>	<b>73,2%</b>	<b>2 778 600</b>	<b>72,4%</b>
1.1	Permanent staff - salaries, soc.charges and pensions	2 518 000		2 603 700		2 742 400	
1.2	Temporary staff	75 000		71 000		29 500	
1.3	Staff training	5 000		1 500		1 500	
1.4	Other staff costs and recruitment costs	12 500		28 600		5 200	
1.5	Trainees	3 300					
<b>2</b>	<b>Support costs</b>	<b>248 100</b>	<b>6,5%</b>	<b>272 800</b>	<b>7,4%</b>	<b>273 700</b>	<b>7,1%</b>
2.1	Council of Europe services	35 200		34 800		34 600	
2.2	Stationary and office equipment	45 200		39 100		33 100	
2.3	Communications: telephone, internet, mailing costs	5 500		6 800		6 700	
2.4	Travels	38 900		38 200		43 000	
2.5	Insurances	2 800		2 900		900	
2.6	Maintenance	66 300		93 200		100 400	
2.7	Bank charges	1 500		1 300		1 400	
2.8	Premises rental costs	51 000		55 000		51 800	
2.9	Miscellaneous	1 700		1 500		1 800	
<b>3</b>	<b>External services</b>	<b>327 000</b>	<b>8,6%</b>	<b>285 200</b>	<b>7,7%</b>	<b>280 500</b>	<b>7,3%</b>
3.1	Translation and proofreading	231 300		207 500		208 400	
3.2	Print	32 500		28 800		26 800	
3.3	Other services and external assistance	46 800		27 700		25 700	
3.4	External experts travel and accommodation costs	16 400		21 200		19 600	
<b>4</b>	<b>Marketing</b>	<b>49 900</b>	<b>1,3%</b>	<b>47 400</b>	<b>1,3%</b>	<b>52 700</b>	<b>1,4%</b>
4.1	Marketing and promotion	26 200		31 600		31 600	
4.2	Receptions	23 700		15 800		21 100	
<b>5</b>	<b>Documentation</b>	<b>5 700</b>	<b>0,2%</b>	<b>5 200</b>	<b>0,1%</b>	<b>4 900</b>	<b>0,1%</b>
<b>6</b>	<b>Investments</b>	<b>15 100</b>	<b>0,4%</b>	<b>3 500</b>	<b>0,1%</b>	<b>3 500</b>	<b>0,1%</b>
6.1	IT Hardware	11 200					
6.2	IT Software (purchase and development)	2 400		1 500		1 500	
6.3	Office furniture			2 000		2 000	
6.4	Office equipment and installation	1 500					
<b>7</b>	<b>Partnerships and network</b>	<b>521 500</b>	<b>13,7%</b>	<b>360 800</b>	<b>9,8%</b>	<b>431 700</b>	<b>11,3%</b>
7.1	Partnership contracts	6 500		20 000		40 000	
7.2	Collaboration with correspondents, purchase of data	515 000		340 800		391 700	
<b>8</b>	<b>Flexible allocation</b>	<b>15 000</b>	<b>0,4%</b>	<b>15 000</b>	<b>0,4%</b>	<b>10 000</b>	<b>0,3%</b>
<b>Total</b>		<b>3 796 100</b>	<b>100,0%</b>	<b>3 694 700</b>	<b>100,0%</b>	<b>3 835 600</b>	<b>100,0%</b>

**Table 9. Activity budget: Expenses, breakdown by cost accounting section**

		Market Information	Legal Information	Transversal projects and support	Visibility	Information Technology	Administration	Subtotal
<b>1</b>	<b>Staff</b>	<b>794 900</b>	<b>595 500</b>		<b>175 200</b>	<b>268 100</b>	<b>570 000</b>	<b>2 403 700</b>
1.1	Permanent staff - salaries, soc.charges and pensions	794 900	566 000		175 200	268 100	563 300	2 367 500
1.2	Temporary staff		29 500					29 500
1.3	Staff training						1 500	1 500
1.4	Other staff costs and recruitment costs						5 200	5 200
1.5	Trainees							
<b>2</b>	<b>Support costs</b>	<b>11 900</b>	<b>8 100</b>		<b>21 400</b>	<b>120 200</b>	<b>112 100</b>	<b>273 700</b>
2.1	Council of Europe services						34 600	34 600
2.2	Stationary and office equipment				1 400	30 700	1 000	33 100
2.3	Communications: telephone, internet, mailing costs				5 100	300	1 300	6 700
2.4	Travels	11 900	8 100		13 800		9 200	43 000
2.5	Insurances						900	900
2.6	Maintenance					89 200	11 200	100 400
2.7	Bank charges						1 400	1 400
2.8	Premises rental costs				900		50 900	51 800
2.9	Miscellaneous				200		1 600	1 800
<b>3</b>	<b>External services</b>	<b>19 700</b>	<b>159 100</b>	<b>3 700</b>	<b>17 800</b>	<b>10 000</b>	<b>60 200</b>	<b>270 500</b>
3.1	Translation and proofreading	6 800	142 300	3 700	11 100		34 500	198 400
3.2	Print	11 300	8 800		3 800		2 900	26 800
3.3	Other services and external assistance		100		900	10 000	14 700	25 700
3.4	External experts travel and accommodation costs	1 600	7 900		2 000		8 100	19 600
<b>4</b>	<b>Marketing</b>	<b>400</b>	<b>3 600</b>		<b>38 900</b>		<b>9 800</b>	<b>52 700</b>
4.1	Marketing and promotion	400			31 200			31 600
4.2	Receptions		3 600		7 700		9 800	21 100
<b>5</b>	<b>Documentation</b>				<b>4 900</b>			<b>4 900</b>
<b>6</b>	<b>Investments</b>						<b>1 500</b>	<b>2 000</b>
6.1	IT Hardware							
6.2	IT Software (purchase and development)						1 500	
6.3	Office furniture						2 000	2 000
6.4	Office equipment and installation							
<b>7</b>	<b>Partnerships and network</b>	<b>198 500</b>	<b>50 200</b>					<b>248 700</b>
7.1	Partnership contracts		40 000					40 000
7.2	Collaboration with correspondents, purchase of data	198 500	10 200					208 700
<b>8</b>	<b>Flexible allocation</b>						<b>10 000</b>	<b>10 000</b>
		<b>Total</b>	<b>1 025 400</b>	<b>816 500</b>	<b>8 600</b>	<b>253 300</b>	<b>399 800</b>	<b>764 100</b>
								<b>3 267 700</b>

*(continued on next page)*

**Activity budget: Expenses, breakdown by cost accounting section (2)**

		Contribution Agreement	Total activity budget
<b>1</b>	<b>Staff</b>	<b>374 900</b>	<b>2 778 600</b>
1.1	Permanent staff - salaries, soc.charges and pensions	374 900	2 742 400
1.2	Temporary staff		29 500
1.3	Staff training		1 500
1.4	Other staff costs and recruitment costs		5 200
1.5	Trainees		
<b>2</b>	<b>Support costs</b>		<b>273 700</b>
2.1	Council of Europe services		34 600
2.2	Stationary and office equipment		33 100
2.3	Communications: telephone, internet, mailing costs		6 700
2.4	Travels		43 000
2.5	Insurances		900
2.6	Maintenance		100 400
2.7	Bank charges		1 400
2.8	Premises rental costs		51 800
2.9	Miscellaneous		1 800
<b>3</b>	<b>External services</b>	<b>10 000</b>	<b>280 500</b>
3.1	Translation and proofreading	10 000	208 400
3.2	Print		26 800
3.3	Other services and external assistance		25 700
3.4	External experts travel and accommodation costs		19 600
<b>4</b>	<b>Marketing</b>		<b>52 700</b>
4.1	Marketing and promotion		31 600
4.2	Receptions		21 100
<b>5</b>	<b>Documentation</b>		<b>4 900</b>
<b>6</b>	<b>Investments</b>		<b>3 500</b>
6.1	IT Hardware		
6.2	IT Software (purchase and development)		1 500
6.3	Office furniture		2 000
6.4	Office equipment and installation		
<b>7</b>	<b>Partnerships and network</b>	<b>183 000</b>	<b>431 700</b>
7.1	Partnership contracts		40 000
7.2	Collaboration with correspondents, purchase of data	183 000	391 700
<b>8</b>	<b>Flexible allocation</b>		<b>10 000</b>
<b>Total</b>		<b>567 900</b>	<b>3 835 600</b>

**Table 10. Activity budget: Expenses, breakdown of the reserve**

Department / Unit	Project / Activity	Reserve EUR	Part in reserve
<b>Market Information</b>	Purchase of data	36 800	19%
	Staff missions	1 300	10%
<b>Legal Information</b>	Additional data purchase IRIS Newsletter	2 000	35%
	IRIS publications	38 300	26%
<b>Transversal projects</b>	Legal workshop	12 300	100%
	Staff missions	1 400	17%
<b>Visibility</b>	Subscriptions to professional magazines	500	10%
	Content translations	2 700	2%
<b>Administration</b>	Printing of institutional brochures	1 200	100%
	Printing of publications for promotional purposes	800	28%
<b>Total</b>	Staff missions	700	8%
	Flexible allocation	5 000	50%
<b>Total</b>		<b>103 000</b>	

\* Percentage of the total translation and proofreading costs excluding statutory work.

### 3.3. Special budget

Table 11. Special budget (EPRA): Receipts

	2024 Final budget		2025 Final budget		2026 Budget	
	EUR	%	EUR	%	EUR	%
2c. EPRA	206 800,00	100,0%	214 500,00	100,0%	222 500,00	100,0%

**Table 12. Special budget: Expenses**

		2024 Final budget		2025 Final budget		2026 Budget	
		EUR	%	EUR	%	EUR	%
<b>1</b>	<b>Staff</b>	<b>180 300</b>	<b>87,2%</b>	<b>183 500</b>	<b>85,5%</b>	<b>190 800</b>	<b>85,8%</b>
1.1	Permanent staff - salaries, soc.charges and pensions	180 300		126 100		190 800	
1.2	Temporary staff			57 400			
1.3	Staff training						
1.4	Other staff costs and recruitment costs						
1.5	Trainees						
<b>2</b>	<b>Support costs</b>	<b>18 000</b>	<b>8,7%</b>	<b>21 900</b>	<b>10,2%</b>	<b>22 100</b>	<b>9,9%</b>
2.1	Council of Europe services						
2.2	Stationary and office equipment	3 400		2 900		2 400	
2.3	Communications: telephone, internet, mailing costs	200		100		100	
2.4	Travels	7 400		9 600		9 600	
2.5	Insurances	100		100		100	
2.6	Maintenance	3 600		6 000		6 800	
2.7	Bank charges	100		100		100	
2.8	Premises rental costs	3 000		2 900		2 800	
2.9	Miscellaneous	200		200		200	
<b>3</b>	<b>External services</b>	<b>8 500</b>	<b>4,1%</b>	<b>9 100</b>	<b>4,2%</b>	<b>9 600</b>	<b>4,3%</b>
3.1	Translation and proofreading	1 200		1 200		1 200	
3.2	Print	200		200		400	
3.3	Other services and external assistance	4 100		3 900		3 900	
3.4	External experts travel and accommodation costs	3 000		3 800		4 100	
<b>4</b>	<b>Marketing</b>						
4.1	Marketing and promotion						
4.2	Receptions						
<b>5</b>	<b>Documentation</b>						
<b>6</b>	<b>Investments</b>						
6.1	IT Hardware						
6.2	IT Software (purchase and development)						
6.3	Office furniture						
6.4	Office equipment and installation						
<b>7</b>	<b>Partnerships and network</b>						
7.1	Partnership contracts						
7.2	Collaboration with correspondents, purchase of data						
<b>8</b>	<b>Flexible allocation</b>						
<b>Total</b>		<b>206 800</b>	<b>100,0%</b>	<b>214 500</b>	<b>100,0%</b>	<b>222 500</b>	<b>100,0%</b>

## 3.4. Staffing table

### 3.4.1. Posts and positions

In 2026, the Observatory's staff complement remains at 28<sup>14</sup>. As of 1 January, it will have 24 permanent staff (18 staff employed on open-ended contracts and six on fixed-term contracts) and four junior analysts recruited in 2023 under the Young Professionals Programme on contracts limited to a total of four years.

### 3.4.2. Assignments

For budget monitoring purposes, the cost of each individual is assigned to a cost centre (Department or Unit).

The following table shows the cost-centre allocation of the costs of each member of staff. The contribution of staff participating in the activities of the Contribution Agreement (co-financed project) included in the budget is indicated by the words "Part. (participation) CA4" in brackets. When the budget is implemented, the time spent by these staff on Contribution Agreement activities is subject to precise analytical tracking by profile and activity.

Within the activity budget, the fourth Contribution Agreement finances a total of 27.5 person-months of analysts, i.e. 2.3 staff members (full-time equivalent), one Senior Analyst and 33% of an IT Project Assistant, as well as the time devoted to the project by the heads of department and the IT Manager.

EPRA covers all its staff budget costs.

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<sup>14</sup> 27.3 full-time equivalents.

**Table 13. Staffing table<sup>15</sup>**

(1)	Department/ Unit	Job	Grade	Profile	Allocation	Duration (months)
1	Administration	Executive Director	A5	Permanent	OBS - ADM	12
2	Administration	Administrative assistant	B3	Permanent	OBS - ADM	12
3	Administration	Head of Administration	A1/A2/A3	Permanent	OBS - ADM	12
4	Administration	Accountant-assistant	B3	Permanent	OBS - ADM	12
5	Administration	Administrative assistant	B3	Permanent	OBS - ADM	12
6	DLI	Head of Department	A4	Permanent	OBS - DIJ (Part. CA4)	12
7	DLI	Deputy Head of Department	A1/A2/A3	Permanent	OBS - DIJ (Part. CA4)	12
8	DLI	Legal advisor	A1/A2/A3	Permanent	OBS - DIJ (Part. CA4)	12
9	DLI	Junior Analyst	B3	Junior professional	OBS - DIJ (Part. CA4)	12
10	DLI	Junior Analyst	B3	Junior professional	CA4 - CA4 (Part. CA4)	12
11	DLI	Junior Analyst	B3	Junior professional	CA4 - CA4 (Part. CA4)	12
12	DLI	Administrative assistant	B3	Permanent	OBS - DIJ	12
13	DMI	Head of Department	A4	Permanent	OBS - DMI (Part. CA4)	12
14	DMI	Deputy Head of Department	A1/A2/A3	Permanent	OBS - DMI (Part. CA4)	12
15	DMI	Senior Analyst	B5	Permanent	OBS - DMI (Part. CA4)	12
16	DMI	Senior Analyst	B5	Permanent	OBS - DMI (Part. CA4)	12
17	DMI	Senior Analyst	B5	Permanent	OBS - DMI (Part. CA4)	12
18	DMI	Senior Analyst	B5	Permanent	OBS - DMI (Part. CA4)	12

*(continued on next page)*
<sup>15</sup> Situation at 1 January 2026.

(2)	Department/ Unit	Job	Grade	Profile	Allocation	Duration (months)
19	DMI	Analyst	B4	Permanent	OBS - DMI (Part. CA4)	12
20	DMI	Junior Analyst	B3	Junior professional	CA4 - CA4 (Part. CA4)	12
21	DMI	Administrative assistant	B3	Permanent	OBS - DMI	12
22	IT	Head of IT	A1/A2/A3	Permanent	OBS - IT (Part. CA4)	12
23	IT	IT assistant (80% FTE)	B4	Permanent	OBS - IT	12
24	IT	IT assistant	B4	Permanent	OBS - IT (Part. CA4)	12
25	Visibility	Responsible for Communication, Press & PR	B5	Permanent	OBS - VIS	12
26	Visibility	Administrative assistant	B3	Permanent	OBS - VIS/ADM	12
27	EPRA	EPRA Secretary	B5	Permanent	EPRA	12
28	EPRA	Assistant to the EPRA Secretary	B4	Permanent	EPRA	12

